

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 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

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 5

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 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

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 8

Company A has been awarded a contract to finalize the development of a product that Company B was not able to finish. The business analyst is given a copy of the documentation left by Company B.

To which of the following documents should the business analyst pay the most attention to ensure the project succeeds this time?

- A. Application design documentation
- B. Business use cases
- C. Test case documentation
- D. Clauses in the contract

Answer: D

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

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 10

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 14

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 19

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 20

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 23

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 24

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 27

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 32

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 34

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 35

A business analyst has been assigned to a project that will design and build two new bridges and, at the same time, redesign a failing bridge for a local structural engineering company. All three bridges must be constructed and meet all safety requirements before flood season next spring. How would the business analyst define the scope of this project?

- A. Perform a structured walkthrough.
- B. Perform a feasibility study.
- C. Perform process modeling.
- D. Perform a work breakdown structure.

Answer: D

NEW QUESTION 38

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 41

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 44

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 45

The sales team of a company has won a time-and-material project. The business analyst discovers that the sales team has underestimated the required budget and schedule

Which course of action should the business analyst take?

- A. Accept the contract, and deliver only the requirements that fit within the budget and schedule.
- B. Refrain from working on the project and request that the customer cancel the contract.
- C. Develop a requirements baseline document and use it to negotiate the scope in the contract.
- D. Accept the contract, and then notify the customer about the potential for a cost overrun.

Answer: C

NEW QUESTION 50

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 51

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 56

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 58

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 59

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 61

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 65

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 66

A new product was designed and delivered to the customer. The product exceeded customer expectations but did not meet the baseline budget for the product. What could be the issue?

- A. There is no issue since the product exceeded the customer expectations.
- B. Risks identified in the risk management plan were not addressed properly.
- C. The sponsor approved the release of the product without reviewing the budget.
- D. Requirements were not properly traced and monitored.

Answer: C

NEW QUESTION 67

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 69

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 70

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 72

A national company with offices in every state in the country has deployed a solution to allow employees to view their health benefits online. The business analyst on the project team is validating solution results to assess whether or not the solution has achieved the desired business result.

Which is the best technique to gather information from employees regarding their satisfaction with the solution?

- A. Interface analysis
- B. Focus groups
- C. Survey
- D. Organization modeling

Answer: C

NEW QUESTION 73

The stakeholders for a newly approved project are subject matter experts who are very knowledgeable in the client's business and will provide the project requirements. The project team scheduled separate sessions with each subject matter expert to identify and prioritize the requirements.

Which technique is being used?

- A. Delphi technique
- B. Idea and mind mapping
- C. Workshop sessions
- D. Brainstorming

Answer: C

NEW QUESTION 75

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 80

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 82

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 85

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 87

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 88

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 93

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 95

Which function involves auditing both the quality requirements to resolve discrepancies and the results of quality control measurements to ensure that appropriate quality standards and operational definitions are being used?

- A. Quality assessment
- B. Quality control
- C. Quality management
- D. Quality assurance

Answer: D

NEW QUESTION 98

The technology department identified a defect in the company's software, which leads to an increase in human resource requirements to perform manual transactions as a workaround for tasks that should have been automated. The company begins losing money, so it hires a business analyst to produce a business case that outlines the problem/opportunity, potential options, and a recommendation for how to proceed.

Which of the following analyses must the business analyst perform in order to complete the business case and arrive at a solid recommendation"?

- A. Risk
- B. Gap
- C. SWOT
- D. Cost-benefit

Answer: D

NEW QUESTION 100

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 surprised 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 103

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 107

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 108

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 111

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 112

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 114

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 117

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 122

Two weeks prior to the delivery date, a customer changes the business requirements. What should the business analyst do?

- A. Ask the developers to implement the changes.
- B. Deliver the existing product and then begin work on the requested changes.
- C. Trace the requirements and measure the impact of the requested changes on the existing delivery date.
- D. Schedule a review by the change control board (CCB) to determine next steps.

Answer: C

NEW QUESTION 127

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 132

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 135

When eliciting requirements, a good time 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 136

A company's management team has decided to deploy a new product. However, there is concern that users may not accept a new product that forces them to change existing practices.

The business analyst should:

- A. delay the application's deployment until the conflicts have been resolved.
- B. voice user concerns to management and recommend that the project be closed.
- C. adhere to the project plan to achieve project objectives.
- D. clearly communicate project objectives and attempt to defuse tensions.

Answer: D

NEW QUESTION 141

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 143

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 145

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 146

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 149

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 152

A major stakeholder wants to know how the implementation of new features in the development of a product is progressing. Which of the following should be reported to the stakeholder?

- A. Number of requirements tested and approved
- B. Distribution of project changes
- C. Requirements status during the project development cycle
- D. Number of requirements approved v
- E. number of requirements rejected

Answer: A

NEW QUESTION 153

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 158

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 162

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 164

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 168

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 169

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 171

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 175

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 177

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 182

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 183

During validation of a project solution, the business analyst discovers that a requirement has been altered. Instead of placing the company logo in the upper-left corner of the window, it is displayed in the upper-right corner. When the business analyst asks the developer about the change, the developer says that one of the stakeholders asked directly for the change.

Which corrective action should the business analyst take?

- A. Discuss the change in the next stakeholder meeting.
- B. Ask the developer to correct the logo as stated in the requirement.
- C. Confront the stakeholder that requested the change.
- D. Follow the change control process as defined in the business analysis plan.

Answer: D

NEW QUESTION 188

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 189

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 190

A business analyst has received a test result report that shows evidence of defective functionality. The business analyst checks the test result again and verifies that the functionality behaves according to the requirements.

At this point, the business analyst should first:

- A. let the users decide if the test result is acceptable.
- B. ask the tester to perform the test again.
- C. change the requirement according to the test result.
- D. verify that the test case is incorrect.

Answer: D

NEW QUESTION 194

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 197

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 200

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 201

What is a standardized, effective, and efficient way to manage changes to project documentation?

- A. A configuration management system
- B. A change control board
- C. A requirements traceability matrix
- D. A configuration verification and audit system

Answer: A

NEW QUESTION 205

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 210

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 212

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