



PMI

Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)

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NEW QUESTION 1

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

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

Answer: B

NEW QUESTION 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

An insurance company embarks on a project to replace its current enrollment and billing software application, which will no longer be supported by the end of the calendar year. The new enrollment and billing application must be implemented before the current vendor contract ends. The business analyst gathers the initial requirements for the new enrollment and billing application. Based on the large volume of requirements, the business analyst realizes that the requirements will need to be prioritized.

Which requirements prioritization method should the business analyst use for this project?

- A. Weighted ranking
- B. Time-boxing
- C. Risk analysis
- D. MoSCoW

Answer: A

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

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

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 7

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 8

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 9

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 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 10

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 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 16

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 17

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 18

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 19

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 21

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 24

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 29

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

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

Answer: A

NEW QUESTION 30

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 35

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 38

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

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

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

Answer: A

NEW QUESTION 42

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

What could have caused the documentation to be returned?

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

Answer: B

NEW QUESTION 45

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

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

Answer: A

NEW QUESTION 48

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 52

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 57

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 58

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 61

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 63

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 66

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

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

Answer: C

NEW QUESTION 68

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 70

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 72

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 75

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 stories
- D. Functional specifications

Answer: C

NEW QUESTION 79

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

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

Answer: B

NEW QUESTION 80

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 84

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

What is the most effective way to manage this situation?

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

Answer: D

NEW QUESTION 89

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 92

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 96

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 98

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 100

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 101

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 103

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 106

A business analysis team has collected the main business requirements from the major stakeholders of a project. The team wants to be sure that each stakeholder has a clear understanding of the areas of analysis that will be in scope.

Which model should the team employ to ensure the most effective representation of analysis boundary?

- A. Entity relationship diagram
- B. Context diagram
- C. Data flow diagram
- D. State diagram

Answer: B

NEW QUESTION 107

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 111

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 115

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 116

In order to reduce product and project risk for a large, complex project, a business analyst is asked to help develop a change process that includes formal authorization and tracking throughout the life cycle of the project. The business analyst needs a capability that will help ensure that the product conforms to approved requirements, changes can be documented, and the status of each change can be reported. What should the business analyst use?

- A. Traceability matrix
- B. Context models
- C. Configuration management system
- D. Work breakdown structure

Answer: C

NEW QUESTION 120

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 123

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 126

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 131

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 135

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 139

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 140

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 144

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

- A. Requirements traceability matrix
- B. Requirements impact analysis
- C. Requirements management plan
- D. Requirements baseline document

Answer: A

NEW QUESTION 147

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 151

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 154

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 158

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 160

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 162

What should be done to ensure that the product design meets the stated requirements?

- A. Engage an experienced development team.
- B. Use a traceability matrix.
- C. Conduct multiple internal design reviews.
- D. Review lessons learned results.

Answer: C

NEW QUESTION 166

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 168

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 171

In the middle of a project, a new requirement was added to the scope. The business analyst must determine if any impacts, dependencies, or risks are associated with the addition to the scope.

What task should the business analyst perform in order to identify these impacts?

- A. Manage assumptions and constraints.
- B. Manage solution scope.
- C. Manage requirements prioritization.
- D. Manage requirements traceability.

Answer: A

NEW QUESTION 172

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 173

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 175

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 177

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 181

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 185

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 190

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 191

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 charter
- D. The product design was not properly reviewed by the quality department.

Answer: B

NEW QUESTION 192

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 194

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 199

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 200

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

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

Answer: B

NEW QUESTION 204

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 205

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 209

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 211

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 214

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 216

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 219

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