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NEW QUESTION: 1

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

Answer: C (LEAVE A REPLY)

Explanation

Engaging all stakeholders early in the requirements gathering phase is a good practice to ensure stakeholder satisfaction with the enhancement. By involving the stakeholders in the elicitation process, the business analyst can understand their needs, expectations, preferences, and constraints. By defining the acceptance criteria with the stakeholders, the business analyst can establish a clear and measurable definition of what constitutes a successful solution. Engaging all stakeholders early can also help to build trust, collaboration, and buy-in for the change. Requesting that the project manager identify all affected project stakeholders is not sufficient to ensure stakeholder satisfaction, as it does not involve direct communication with the stakeholders. Providing all signed-off project documentation to the stakeholders for information purposes only is not effective, as it does not allow for feedback or validation from the stakeholders. Soliciting feedback and adding requirements to the project backlog is not advisable, as it can lead to scope creep, rework, and delays. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline1, page 11; Business Analysis for Practitioners: A Practice Guide2, page 66.

NEW QUESTION: 2

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. Root cause analysis
- B. Capability table
- C. As-is process

D. Requirements traceability matrix

Answer: ([SHOW ANSWER](#))

Explanation/Reference: <https://www.lucidchart.com/blog/as-is-process-analysis>

NEW QUESTION: 3

A business analyst is trying to complete the requirement documentation of a project and finds that the developers have started development. The business analyst should first facilitate the:

A. requirements gathering workshops with the stakeholders.

B. requirements acceptance with the customer.

C. requirements validation with the testers.

D. requirements sign-off with the customer.

Answer: ([SHOW ANSWER](#))

Explanation

The requirements sign-off is a process that involves obtaining the formal approval and acceptance of the requirements from the customer and other stakeholders. The requirements sign-off confirms that the requirements are clear, complete, correct, and consistent, and that they meet the customer's needs and expectations. The requirements sign-off also establishes a baseline for the development and testing of the solution, and serves as a reference point for managing changes and resolving issues. The business analyst should first facilitate the requirements sign-off with the customer before the developers start development, to ensure that the requirements are agreed upon and validated by all parties, and to avoid rework, delays, and conflicts later in the project. References: PMI Professional in Business Analysis (PMI-PBA)

Examination

Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 92.

NEW QUESTION: 4

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 ([LEAVE A REPLY](#))

Explanation

Interface analysis is a technique to describe how different components or systems interact with each other and exchange information. Interface analysis can help to identify the inputs, outputs, and dependencies of each system, and to ensure that they are compatible and consistent with each other. Interface analysis can also help to detect potential integration issues, gaps, and conflicts among the systems. An organization that is in the process of replacing its current system should conduct interface analysis to facilitate a successful migration, as it would help to ensure that all current connections to other systems remain functional after the upgrade. The other options are not correct. Document analysis is a technique to review existing documents or records to elicit information or requirements. User interface analysis is a technique to design and evaluate how users interact with

a system or product. Systems analysis is a technique to understand and model the structure, behavior, and functions of a system or process.

NEW QUESTION: 5

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.** Requirements management plan
- B.** Impact analysis
- C.** Scope statement
- D.** Pareto analysis

Answer: ([SHOW ANSWER](#))

Explanation

According to the PMI Professional in Business Analysis objectives and content, an impact analysis is a technique that is used to assess the effects and implications of a change request on the requirements, scope, schedule, cost, quality, and other aspects of a project or product. An impact analysis can help to determine the feasibility, desirability, and priority of the change request, as well as to identify the risks, issues, and dependencies associated with the change. An impact analysis can also help to communicate the impact of the change to the stakeholders, and to support the decision-making process for approving or rejecting the change request. References:

PMI Professional in Business Analysis objectives and content: PMI-PBA Certification PMI Professional in Business Analysis reference list: PBA Reference List PMI Professional in Business Analysis study guide: Study.com

NEW QUESTION: 6

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

This situation could have been averted if:

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

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

Answer: **B** ([LEAVE A REPLY](#))

NEW QUESTION: 8

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

Answer: D ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 9

A business analyst has been assigned to a project to implement a new phone system for a customer call center.

The business analyst will need to create a business case.

Which of the following components will the business analyst use as input to the business case?

- A. Work breakdown structure
- B. Project scope
- C. Product scope
- D. Project timeline

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 10

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

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

Answer: A ([LEAVE A REPLY](#))

Explanation

The best course of action to take when the customer reports defects after implementation of the product is to compare reported defects with user acceptance test results. User acceptance testing (UAT) is a process of verifying that the solution meets the requirements and expectations of the end users and delivers value to them.

User acceptance testing involves preparing test cases, scenarios, or scripts based on the acceptance criteria, executing them with representative users or stakeholders, collecting feedback, identifying defects or issues, and obtaining sign-off or approval for deployment. By comparing reported defects with user acceptance test results, the business analyst can determine whether the defects were already detected and resolved during UAT, whether they were missed or overlooked during UAT, or whether they emerged after UAT due to changes in the environment, configuration, data, or usage. This can help to assess the impact and severity of the defects and decide on the appropriate actions to address them. Escalating the issue to the project manager since the acceptance was given by the customer is not helpful, as it does not involve investigating or resolving the defects. Doing nothing since the solution is now the responsibility of the operations manager is not responsible, as it does not ensure customer satisfaction or solution quality. Involving the end users and planning a new round of acceptance tests to check the gaps is not

feasible, as it may be costly, time-consuming, and disruptive to conduct another UAT after implementation. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 14; Business Analysis for Practitioners: A Practice Guide², page 80.

NEW QUESTION: 11

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

Answer: D ([LEAVE A REPLY](#))

A requirements traceability matrix is a tool that shows the relationship between each requirement and other project elements, such as objectives, deliverables, test cases, design components, etc. A requirements traceability matrix can help the business analyst to determine the impact for the specific requirement change by showing how the change affects other related requirements and project elements. A requirements traceability matrix can also help to assess the feasibility, scope, value, and risk of the change request. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 12

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

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

Answer: ([SHOW ANSWER](#)**)**

Context diagrams are a technique that can be used to determine if requirements align to the product's objectives. Context diagrams are a technique that involves creating a visual representation of the product and its interactions with its environment, such as other systems, processes, or stakeholders. Context diagrams can help to define and clarify the scope, boundaries, and interfaces of the product. Context diagrams can also help to verify that the requirements are consistent and compatible with the product's objectives and value proposition. Five Whys is not a technique that can be used to determine if requirements align to the product's objectives. Five Whys is a technique that involves asking a series of why questions to identify the root cause of a problem or an effect. Five Whys can help to understand and resolve the underlying issues or needs that drive the requirements, but it does not directly compare or evaluate the requirements against the product's objectives. Activity network diagrams are not a technique that can be used to determine if requirements align to the product's objectives. Activity network diagrams are a tool that involves creating a graphical representation of the sequence and dependencies of the activities or tasks in a project or a process. Activity network diagrams can help to plan and manage the schedule, resources, and risks of a project or a process, but they do not depict or assess the requirements or the product's objectives. Business use cases are not a technique that can be used to determine if requirements align to the product's objectives. Business use cases are a tool that involves describing and documenting how a stakeholder interacts with a system or a solution to achieve a specific goal or outcome. Business use cases can help to specify and

communicate the functionality and behavior of a system or a solution, but they do not measure or validate the requirements or the product's objectives. References: Business Analysis for Practitioners: A Practice Guide 1, page 78-79; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 16.

NEW QUESTION: 13

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 14

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

Answer: C ([LEAVE A REPLY](#))

The business analyst should follow the change control process to handle the new regulatory mandate that affects the project. The change control process is a set of procedures that defines how changes to the requirements or the project scope are identified, analyzed, approved, and implemented. The change control process helps to ensure that changes are aligned with the business need, the project objectives, and the stakeholder expectations. References: PMI Guide to Business Analysis, Chapter 9, Section 9.4.1; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, Domain IV: Traceability and Monitoring, Task 2.

NEW QUESTION: 15

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

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

Answer: D ([LEAVE A REPLY](#))

According to the PMI Guide to Business Analysis, the requirements baseline is a version of the requirements that has been formally reviewed and agreed upon by the stakeholders, and that serves as a basis for further development and validation activities. The requirements baseline is ready for sign-off when the requirements are clear, consistent, complete, and validated.

These are the four characteristics of good requirements that ensure that they are understandable, unambiguous, accurate, and feasible. Complete means that the requirements cover all the necessary aspects of the business problem or opportunity, and that they do not have any gaps or omissions. Clear means that the requirements are expressed in simple and precise language, and that they avoid any jargon or ambiguity. Consistent means that the requirements do not have any conflicts or contradictions with each other or with the business objectives. Validated means that the requirements have been checked and confirmed by the stakeholders, and that they meet their needs and expectations. References:
PMI Guide to Business Analysis, page 183-184.

NEW QUESTION: 16

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

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

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 17

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. Accept the contract, and then notify the customer about the potential for a cost overrun.
- D. Develop a requirements baseline document and use it to negotiate the scope in the contract.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 18

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 did not include the scope document in the acceptance criteria paperwork.
- B. The analyst failed to gather any baseline information.
- C. The analyst performed forward and backwards traceability.

D. The analyst utilized user stories as a requirements document tool.

Answer: ([SHOW ANSWER](#))

Baseline information is the current state or performance of a system or process before any changes are made.

Baseline information is essential for documenting the acceptance criteria, which are the conditions that must be met for a solution or deliverable to be accepted by the stakeholders. The analyst should have gathered baseline information to support the minor modification in the user portal, such as the current customer satisfaction rate, response time, error rate, etc. The analyst should have compared the baseline information with the expected outcomes of the modification, and defined the acceptance criteria accordingly. If the analyst failed to gather any baseline information, the acceptance criteria would be incomplete and returned. The other options are not likely to cause this problem. The scope document is a document that defines the boundaries and deliverables of the project or solution, but it is not required to be included in the acceptance criteria paperwork. Forward and backward traceability are techniques to link the requirements to their sources and deliverables, which can help to ensure completeness and consistency of the requirements. User stories are a tool to document the requirements from the perspective of a user or customer, using a simple format of "As a <role>, I want <goal>, so that <benefit>". User stories can be used as a requirements document tool, but they are not sufficient for defining the acceptance criteria. References: PMI-PBA Examination Content Outline, page 13; PMI-PBAR Reference List, page 1, BABOK Guide v3, page 39.

NEW QUESTION: 19

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.** Interface analysis
- B.** Requirements traceability
- C.** Feasibility analysis
- D.** MoSCoW

Answer: **A** ([LEAVE A REPLY](#))

NEW QUESTION: 20

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". The 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.** Persona analysis
- B.** Risk analysis
- C.** Job analysis
- D.** Stakeholder analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 21

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

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

Answer: (SHOW ANSWER)

A SWOT analysis is a technique that helps to assess the internal and external factors that may affect the success of a solution or an option. A SWOT analysis involves identifying the strengths, weaknesses, opportunities, and threats of each option, and comparing them with the business problem and the desired outcomes. A SWOT analysis can help the stakeholders to evaluate the feasibility, viability, and desirability of each option, and to select the best one based on the strategic alignment and the business value. References:

PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 10; Business Analysis for Practitioners: A Practice Guide², page 41.

NEW QUESTION: 22

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. Capability table
- B. As-is process
- C. Requirements traceability matrix
- D. Root cause analysis

Answer: A (LEAVE A REPLY)

A capability table is a tool that lists the current capabilities of an application and compares them with the desired capabilities identified by the end users. A capability table can help the business analyst to analyze this information and determine project scope by showing the gaps between the current and future states of the application, and prioritizing the new features that will address those gaps. A capability table can also help to define the high-level requirements and objectives of the project.

References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 67.

NEW QUESTION: 23

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

Answer: C (LEAVE A REPLY)

According to the PMI Professional in Business Analysis objectives and content, a critical design review is a formal review that occurs after the completion of the design phase of a project. The purpose of a critical design review is to verify that the design specification meets the requirements and that the solution is feasible, cost-effective, and acceptable to the customer. A critical

design review can help to establish an approved requirements baseline, which is a set of agreed-upon requirements that serves as a reference for further development and testing activities. References:

- * PMI Professional in Business Analysis objectives and content: PMI-PBA Certification
- * PMI Professional in Business Analysis reference list: PBA Reference List
- * PMI Professional in Business Analysis study guide: PMI.com

NEW QUESTION: 24

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 25

When eliciting requirements, a good time to consider using the interviewing method is when:

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 26

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

Answer: D ([LEAVE A REPLY](#))

Explanation

A requirements specification is a document that describes the customer's needs for a product and includes a functional model, a data model, and a glossary of terms. A standard operating manual is a document that provides instructions on how to use a product or service. A business case is a document that justifies the initiation of a project or investment based on its expected benefits and costs. A project charter is a document that authorizes the start of a project and defines its scope, objectives, and stakeholders. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline (2019), page 8; Business

Analysis for Practitioners: A Practice Guide (2015), page 36.

NEW QUESTION: 27

A business analyst is working on a project to update the user interface for a legacy procurement system. An end user raises concerns that the new solution will not support their core business processes.

How could the business analyst address the end user's concerns about the new interface?

- A. Develop a use case package to support the user interface.
- B. Document the business data objects using an entity relationship diagram.
- C. Consult the stakeholder register to evaluate if the user has authority to influence the project.
- D. Develop a prototype to gather functional requirements.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 28

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

Answer: A ([LEAVE A REPLY](#))

Explanation

According to the PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline, one of

the tasks under the domain of Planning is to "Develop a risk management plan for business analysis activities and monitor risks, issues, and assumptions" (Task 9). This implies that the business analyst is responsible for identifying, analyzing, and managing the risks that may affect the business analysis activities and deliverables.

If the risks are not addressed properly, they may result in deviations from the baseline budget, schedule, scope, or quality of the product. Therefore, the issue in this scenario could be that the risks identified in the risk management plan were not addressed properly.

NEW QUESTION: 29

The business analyst has completed the requirements gathering and documentation processes in developing a baseline document. Several signoffs are needed. During the joint review process with the key stakeholders, the stakeholders announce that they are still not ready to sign off due to a communication gap.

Which technique should the business analyst have followed to ensure consensus?

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 30

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

Answer: D (LEAVE A REPLY)

The best practice in product validation is that the evaluation criteria should be the same as what was used to measure the requirement. Product validation is a process that confirms that the product meets the stakeholder needs and expectations and delivers value to them. Product validation involves testing and verifying the product against predefined criteria and standards that reflect the requirements. The evaluation criteria should be consistent with what was used to measure the requirement during analysis, as this ensures that there is no discrepancy or deviation between what was specified and what was delivered. The measurement of the requirement should not be based on the average of two or more evaluations, as this is not a best practice in product validation. Averaging two or more evaluations may result in inaccurate or misleading results, as it may mask or dilute any errors, defects, or variations in the product quality or performance. Averaging two or more evaluations may also introduce bias or subjectivity into the validation process, as different evaluators may have different methods, tools, or perspectives for measuring the product. There should not be two separate measurements for evaluating each functional requirement, as this is not a best practice in product validation. Having two separate measurements may create confusion or inconsistency in the validation process, as it may lead to conflicting or contradictory results, depending on how each measurement is defined, performed, or interpreted. Having two separate measurements may also increase complexity or redundancy in the validation process, as it may require more time, effort, or resources to conduct and compare each measurement. Two or more testers should not test the product using the same test cases so that their evaluations are consistent, as this is not a best practice in product validation. Having two or more testers use the same test cases may result in duplication or inefficiency in the validation process, as it may waste time, effort, or resources to perform identical tests without adding any value or information. Having two or more testers use the same test cases may also reduce effectiveness or reliability in the validation process, as it may overlook or ignore any errors, defects, or variations that are not covered by those test cases. References:

Business Analysis for Practitioners: A Practice Guide 1, page 113-114; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 17-18.

NEW QUESTION: 31

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. Number of requirements approved vs. number of requirements rejected
- D. Requirements status during the project development cycle

Answer: A (LEAVE A REPLY)

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NEW QUESTION: 32

A company is working on implementing a software application. They are converting their complex, in-house processes into the new system. The business analyst has been asked to analyze the processes.

Which technique should be followed?

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

Answer: A (LEAVE A REPLY)

Explanation

Interface analysis is a technique that involves identifying and describing how a system or product interacts with other systems, products, or users. Interface analysis can help the business analyst to analyze the complex, in-house processes that are being converted into the new system by defining the inputs, outputs, functions, features, behaviors, and performance of each interface. Interface analysis can also help to ensure compatibility, interoperability, usability, and security of each interface. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline (2019), page 12; Business Analysis for Practitioners: A Practice Guide (2015), page 69.

NEW QUESTION: 33

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 not formally accepted by the company.
- D. was incomplete and missing requirements.

Answer: (SHOW ANSWER)

Measurable and testable requirements are requirements that have clear and specific criteria that can be used to verify and validate the product against the customer's expectations. Measurable and testable requirements can help to avoid ambiguity, confusion, or disagreement between the customer and the company. If the customer's acceptance test plan did not have measurable and testable requirements, it could result in a situation where the product was successfully verified against the acceptance test criteria, but the customer did not believe that the product met the requirements. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 34

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. Interview
- C. Document analysis
- D. Interface analysis

Answer: (SHOW ANSWER)

Explanation

An interview is a technique that involves a structured or unstructured conversation between the business analyst and one or more stakeholders to elicit information, opinions, or feedback about a topic. An interview can be conducted face-to-face, over the phone, or through other communication channels. An interview can be prepared in advance with a list of questions or topics to cover, or it can be spontaneous and flexible. An interview can be used to explore the needs, expectations, preferences, or concerns of the stakeholders, as well as to clarify, verify, or validate the requirements. An interview is suitable for a project involving a low number of stakeholders, as it allows the business analyst to establish rapport, ask probing questions, and obtain detailed and specific information from each stakeholder. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline1, page 17; Business Analysis for Practitioners: A Practice Guide2, page 89.

NEW QUESTION: 35

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 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?

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 36

Company A has initiated 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. Organizational chart
- B. Business case
- C. Business analysis plan
- D. Business analyst communication plan

Answer: A (LEAVE A REPLY)

Explanation

An organizational chart is a tool that helps to visualize the structure and hierarchy of an organization, as well as the roles and responsibilities of its members. It can also show the relationships and interactions between different units, departments, or teams within the organization. An organizational chart can help the business analyst to identify the missing project stakeholders by showing who are involved in or affected by the online ordering system, such as the purchasing department. A business case is a tool that helps to justify the need and value of a project or initiative, as well as the costs and benefits associated with it. It does not provide information about the project stakeholders. A business analysis plan is a tool that helps to define the scope, approach, activities, deliverables, and schedule of the business analysis work. It does not provide information about the project stakeholders. A business analyst communication plan is a tool that helps to determine the communication needs, methods, frequency, and channels for the business analysis work. It does not provide information about the project stakeholders. : PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, PMI Guide to Business Analysis², Business Analysis for Practitioners: A Practice Guide³, Organizational Chart - What is an Organization Chart? Definition, Types, Tips, Tutorial, and Examples

NEW QUESTION: 37

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 if the new set of regulations is aligned with the business case.
- C. Obtain management sign-off on the new set of regulations.
- D. Evaluate the impact of the change on the project schedule.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 38

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

Answer: D ([LEAVE A REPLY](#))

Explanation

According to the PMI Professional in Business Analysis objectives and content, a critical design review is a formal review that occurs after the completion of the design phase of a project. The purpose of a critical design review is to verify that the design specification meets the requirements and that the solution is feasible, cost-effective, and acceptable to the customer. A critical design review can help to establish an approved requirements baseline, which is a set of agreed-upon requirements that serves as a reference for further development and testing activities. References:

PMI Professional in Business Analysis objectives and content: PMI-PBA Certification PMI Professional in Business Analysis reference list: PBA Reference List PMI Professional in Business Analysis study guide: PMI.com

NEW QUESTION: 39

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 impact the validation plan
- D. How requirement changes will be communicated

Answer: (SHOW ANSWER)

According to the PMI Guide to Business Analysis, planning the requirements change process involves defining how requirement changes will be identified, analyzed, approved, and communicated throughout the project life cycle. Communication is a key aspect of managing requirement changes, as it ensures that all stakeholders are aware of the status, impact, and rationale of the changes, and that they can provide their feedback and input. How requirement changes will impact the requirements baseline, how they will be implemented, and how they will impact the validation plan are all important considerations, but they are not part of planning the requirements change process. They are part of executing, monitoring, and controlling the requirements change process. References: PMI Guide to Business Analysis, page 286-287.

NEW QUESTION: 40

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. Not all stakeholders were involved during requirements elicitation.
- C. Acceptance criteria for the requirements were not measurable.
- D. Requirements were not adequately reviewed with the project sponsor.

Answer: C (LEAVE A REPLY)

Explanation

Acceptance criteria are the conditions that must be met for a solution or deliverable to be accepted by the stakeholders.

Acceptance criteria should be measurable, testable, and clear, so that the team can verify if the requirements have been met or not. If the acceptance criteria for the requirements were not measurable, the team would have difficulty confirming if certain requirements have been met, as they would not have a clear and objective way to evaluate the solution or deliverable. The other options are not likely to cause this issue.

The test engineer is not responsible for communicating requirements to the team, but for testing them against the acceptance criteria. Not all stakeholders need to be involved during requirements elicitation, as long as the key stakeholders who can provide relevant and accurate information are consulted. Requirements should be adequately reviewed with the project sponsor, but this does not affect the confirmation of meeting the requirements, as the sponsor is not the one who verifies them. References: PMI-PBA

Examination Content

Outline, page 13; PMI-PBA

Reference List, page 1, BABOK

Guide v3, page 39.

NEW QUESTION: 41

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 42

		Functionality		Cost	
ID	Description	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 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?

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

Answer: ([SHOW ANSWER](#))

Explanation

According to the PMI Professional in Business Analysis objectives and content, the business analyst should recommend the option with the highest functionality score and the lowest cost score. In this case, option A, 1, Custom solution, has the highest functionality score of 10 and the lowest cost score of 1. Therefore, it should be recommended. References:

PMI Professional in Business Analysis objectives and content: PMI-PBA Certification PMI Professional in Business Analysis reference list: PBA Reference List PMI Professional in Business Analysis study guide: PMI.com

NEW QUESTION: 43

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

Answer: B ([LEAVE A REPLY](#))

Explanation

According to the PMI Guide to Business Analysis, a Pareto analysis is a tool that helps to prioritize problems or causes based on their frequency or impact. It is based on the Pareto principle, which states that 80% of the effects come from 20% of the causes. A Pareto analysis can help to identify the high-priority changes needed to improve a service by showing which problems or causes account for most of the complaints or dissatisfaction. A work breakdown structure analysis, a flowchart, and a cause-and-effect diagram are other tools that can help to analyze a service, but they do not necessarily help to prioritize the changes needed to improve it. References: PMI Guide to Business Analysis, page 145-146.

NEW QUESTION: 44

Company A has initiated 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 analyst communication plan
- B. Business case
- C. Organizational chart
- D. Business analysis plan

Answer: ([SHOW ANSWER](#))

Explanation/Reference:

NEW QUESTION: 45

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

Answer: C ([LEAVE A REPLY](#))

Internal rate of return (IRR) is a technique that calculates the annualized rate of return of an investment or a project. IRR can help the business analyst to determine the estimated growth rate of potential solution options by comparing the present value of the expected cash inflows and outflows of each option. IRR can also help to select the option that has the highest rate of return and exceeds the minimum required rate of return or the cost of capital. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 66.

NEW QUESTION: 46

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. Plurality
- C. Consensus
- D. Unanimity

Answer: B ([LEAVE A REPLY](#))

Explanation

Plurality is the decision role that was used by the project team to decide which requirements will be included in the next release. Plurality means that the option with the most votes is selected, even if it does not have a majority (more than 50%) of the votes. Plurality is a decision role that can be used when there are more than two options and a quick decision is needed. References: PMI Guide to Business Analysis, Chapter 4, Section 4.3.2.4; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, Domain II: Planning, Task 3.

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NEW QUESTION: 47

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

Answer: ([SHOW ANSWER](#)**)**

According to the PMI Professional in Business Analysis objectives and content, a vision/scope document is a document that describes the high-level vision, scope, and objectives of a project or initiative. It also defines the key stakeholders, business needs, expected benefits, assumptions, constraints, and risks. A vision/scope document can help to align the stakeholders' views of organizational improvement with the project's purpose and direction. It can also help to establish a common understanding and agreement among the stakeholders, and provide a basis for planning and prioritizing the requirements. References:

- * PMI Professional in Business Analysis objectives and content: PMI-PBA Certification
- * PMI Professional in Business Analysis reference list: PBA Reference List
- * PMI Professional in Business Analysis study guide: Study.com

NEW QUESTION: 48

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

Answer: D ([LEAVE A REPLY](#))

The main reason for the business failure was a failure to establish measurable success criteria in the business case. The success criteria are the standards or indicators that are used to measure the achievement of the business objectives and the expected benefits of the project. The success criteria should be defined and agreed upon by the stakeholders in the business case, and they should be specific, measurable, achievable, realistic, and time-bound (SMART). The success criteria can help the business analyst and the project team to evaluate the feasibility, viability, and desirability of the project, and to monitor and control the project performance and outcomes. The success criteria can also help to ensure the alignment of the project deliverables with the stakeholder expectations and the market needs. If the success criteria are not established or are poorly defined in the business case, the project may fail to deliver the desired value and return on investment, even if it meets the time, cost, scope, and quality constraints. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 16; Business Analysis for Practitioners: A Practice Guide², page 86.

NEW QUESTION: 49

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. requirements in the technical specification are unclear and ambiguous.
- D. customer cannot make this determination until the entire test is complete.

Answer: ([SHOW ANSWER](#)**)**

Clear and unambiguous requirements are crucial for verification. Ambiguity can lead to misunderstandings and difficulty in assessing whether the product meets the specified needs during testing. References: PMI- PBA Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

NEW QUESTION: 50

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

Answer: D ([LEAVE A REPLY](#))

Explanation

Customer metrics on the existing system are an input into solution evaluation and decision making in this context, as they provide a baseline for measuring the performance and value of the new solution. The business analyst can use these metrics to compare the existing system with the new solution and assess how well the new solution meets the customer needs and expectations. A cost-benefit analysis of the existing system is not an input into solution evaluation and decision making, as it does not reflect the customer perspective or satisfaction with the system. Technical readiness of the development team is not an input into solution evaluation and decision making, as it does not relate to the quality or effectiveness of the new solution. A new solution design specification is not an input into solution evaluation and decision making, as it describes how the new solution will be built, not how it will perform or deliver value. References: Business Analysis for Practitioners: A Practice Guide, page 176-177; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 20.

NEW QUESTION: 51

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. reasons for choosing a particular course of action.
- D. task transitions that hinder organizational performance.

Answer: C (LEAVE A REPLY)

Business rules are statements that define or constrain some aspect of the business, such as policies, standards, procedures, regulations, or constraints. Business rules can be uncovered by asking about the reasons for choosing a particular course of action when modeling processes or analyzing tasks. By asking why a certain decision is made, what criteria are used, what conditions are applied, or what consequences are expected, the business analyst can elicit the business rules that govern the behavior or outcome of the process or task. Asking about tasks that overlap with each other, work that may be performed out of sequence, or task transitions that hinder organizational performance may help to identify issues or opportunities for improvement in the process or task, but they may not reveal the business rules that underlie them. References:

PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 15; Business Analysis for Practitioners: A Practice Guide², page 95.

NEW QUESTION: 52

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

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

Answer: C (LEAVE A REPLY)

When a change request is received, the business analyst is responsible for analyzing the impact on business and underlying systems. The business analyst should assess how the change request will affect the business needs, objectives, and value, as well as the existing or planned systems, processes, and functions. The business analyst should also evaluate the feasibility, priority, and urgency of the change request, and provide recommendations and alternatives to the stakeholders. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 23; Business Analysis for Practitioners: A Practice Guide², page 132.

NEW QUESTION: 53

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

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

Answer: C (LEAVE A REPLY)

The next step that the business analyst should take after comparing the requirements to internal and external quality standards is to ensure that the requirements are validated. Validation is a process that confirms that the requirements align with the business objectives, stakeholder needs, and expected value of the project.

Validation also ensures that the requirements are feasible, acceptable, and testable. Validation can be performed by using techniques such as reviews, walkthroughs, inspections, or demonstrations. Validation can help to identify and resolve any errors, gaps, or conflicts in the requirements before they are approved and implemented. Setting the priority of the requirements is not the next step that the business analyst should take after comparing the requirements to internal and external quality standards, as it is a process that determines the order and importance of the requirements based on their value, risk, urgency, or dependency.

Priority can be set before or after comparing the requirements to quality standards, but it does not verify or confirm that the requirements meet the stakeholder expectations or project goals. Communicating the requirements to stakeholders is not the next step that the business analyst should take after comparing the requirements to internal and external quality standards, as it is a process that involves sharing and presenting the requirements to relevant stakeholders for feedback, approval, or implementation. Communication can be done before or after comparing the requirements to quality standards, but it does not check or ensure that the requirements are aligned with the business objectives or deliver value to the stakeholders. Baselineing the requirements is not the next step that the business analyst should take after comparing the requirements to internal and external quality standards, as it is a process that establishes an agreed-upon version of the requirements as a reference point for further changes or development. Baselineing can be done only after validating and approving the requirements, as it implies that they are complete, correct, clear, and consistent. References:

Business Analysis for Practitioners: A Practice Guide 1, page 113-114; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 17.

NEW QUESTION: 54

The requirements traceability matrix should primarily be used to:

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

Answer: C (LEAVE A REPLY)

A requirements traceability matrix (RTM) is a tool that helps to track the relationship between the requirements and the product features, test cases, and other artifacts. It can be used to ensure that all requirements have been met by verifying that each requirement has a corresponding feature, test case, and acceptance criterion. A RTM can also help to identify the risks associated with dependent requirements, but that is not its primary purpose. A RTM does not define a convention to map the requirements to their sources, but rather uses an existing convention or standard. A RTM does not address the responsibility owner for each

requirement, but rather shows the status and priority of each requirement. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, PMI Guide to Business Analysis², Business Analysis for Practitioners: A Practice Guide

NEW QUESTION: 55

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

Answer: D ([LEAVE A REPLY](#))

A RACI matrix is a tool that defines the roles and responsibilities of stakeholders in a project or a process. It clarifies who is Responsible, Accountable, Consulted, and Informed for each task or deliverable. The business analyst should refer to the RACI matrix to identify who is responsible for signoff, as this person has the authority and accountability to approve the solution and its testing results. Contacting the sponsor, the stakeholder who provided the majority of requirements, or the project manager may not be appropriate, as they may not be the designated person for signoff according to the RACI matrix. No signoff is necessary is incorrect, as signoff is an important step to confirm that the solution meets the requirements and acceptance criteria. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 13; Business Analysis for Practitioners: A Practice Guide², page 77.

NEW QUESTION: 56

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

Answer: ([SHOW ANSWER](#)**)**

Requirements status during the project development cycle is the information that should be reported to the stakeholder who wants to know how the implementation of new features in the development of a product is progressing. The requirements status shows how many requirements are in each stage of the development cycle, such as analysis, design, development, testing, or deployment. This information can help the stakeholder understand the progress and quality of the product development and identify any issues or risks that may affect the delivery of the new features. Distribution of project changes is not relevant to the implementation of new features, as it shows how many changes have been requested, approved, or rejected for the project scope, schedule, cost, or quality. Number of requirements approved vs. number of requirements rejected is not relevant to the implementation of new features, as it shows how many requirements have been accepted or discarded by the stakeholders during the requirements analysis phase. Number of requirements tested and approved is not sufficient to report the implementation of new features, as it only shows how many requirements have passed the verification and validation process, but not how many are still in development or deployment stages. References: Business Analysis for Practitioners: A Practice Guide, page 161-162; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 19.

NEW QUESTION: 57

The project manager is beginning to prepare for a test readiness review with the customer. The project manager knows that the customer will want a summary of requirements that have been rejected or deferred.

The project manager has requested that the business analyst provide a list of rejected and deferred requirements.

What should the business analyst have done to complete this request?

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

Answer: C ([LEAVE A REPLY](#))

The system requirements verification matrix is a tool that helps to track the status of each requirement throughout the project lifecycle. It shows whether a requirement has been accepted, rejected, deferred, or implemented. The business analyst should have used this tool to record the reasons for rejection or deferral of any requirement, as well as the impact and resolution of such changes. This way, the business analyst can easily provide a list of rejected and deferred requirements to the project manager upon request. Setting up a change control board is not enough to track the number of rejections, as it does not provide a detailed record of each requirement's status. Limiting the number of rejected requirements on the project is not a realistic or helpful approach, as some requirements may be invalid, incomplete, or conflicting and need to be rejected or deferred for the benefit of the project. Spending more time up-front reviewing the requirements may reduce the chances of rejections, but it does not guarantee that no requirement will be rejected or deferred later in the project. References: Business Analysis for Practitioners: A Practice Guide, page 161-162; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 19.

NEW QUESTION: 58

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 59

A business analyst is working on a project to update the user interface for a legacy procurement system. An end user raises concerns that the new solution will not support their core business processes.

How could the business analyst address the end user's concerns about the new interface?

- A. Develop a prototype to gather functional requirements.
- B. Document the business data objects using an entity relationship diagram
- C. Consult the stakeholder register to evaluate if the user has authority to influence the project.
- D. Develop a use case package to support the user interface.

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 60

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 61

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

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 62

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 63

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. verify that the test case is incorrect.

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

Answer: A (LEAVE A REPLY)

A test case is a set of conditions or variables under which a tester will determine whether a system under test satisfies the requirements or works correctly. A test case is derived from the requirements and the acceptance criteria, and it specifies the input data, expected output, and execution steps. A test case is incorrect if it does not match the requirements or the acceptance criteria, or if it contains errors, ambiguities, or inconsistencies.

If the business analyst receives a test result report that shows evidence of defective functionality, but verifies that the functionality behaves according to the requirements, the business analyst should first verify that the test case is incorrect. This can be done by reviewing the test case, comparing it with the requirements and the acceptance criteria, and identifying any discrepancies or flaws. By verifying that the test case is incorrect, the business analyst can avoid unnecessary changes to the requirements or the solution, and ensure that the test results are valid and reliable. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline³, page 21; Business Analysis for Practitioners: A Practice Guide⁴, page 101.

NEW QUESTION: 64

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

Answer: A (LEAVE A REPLY)

Explanation

A traceability matrix is a document that the business analyst can use to determine the relationship of each requirement to the business need when working on Project Y. A traceability matrix is a table that shows how each requirement relates to other project artifacts, such as business needs, objectives, deliverables, design elements, test cases, or risks. A traceability matrix can help to ensure that each requirement is aligned with and contributes to the business need that initiated the project. It can also help to verify that each requirement is necessary, feasible, testable, and traceable throughout the project life cycle. A traceability matrix can also help to manage changes and measure progress in relation to the business need. A requirements baseline document is a version of the requirements specification that has been reviewed, approved, and formally established as the basis for further development and delivery of the solution. A requirements baseline document defines the scope of the project and the expected value of the solution. It does not show how each requirement relates to the business need explicitly. A requirements management plan is a document that describes how requirements will be elicited, analyzed, documented, validated, and managed throughout the project. A requirements management plan defines the roles, responsibilities, processes, and tools for managing requirements. It does not indicate the relationship of each requirement to the business need specifically. A requirements package is a document that presents the requirements in a structured and organized way for communication and verification purposes. A requirements package may include different types of requirements, such as functional, non-functional, quality, or transition requirements. It does not demonstrate how each requirement relates to the business need directly. A reliability matrix is not a standard document in business analysis, but it may refer to a tool that measures the reliability or dependability of a system or a process. A reliability

matrix evaluates the performance or quality of a solution. It does not determine the relationship of each requirement to the business need. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 15; Business Analysis for Practitioners: A Practice Guide², page 95.

NEW QUESTION: 65

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 ([LEAVE A REPLY](#))

NEW QUESTION: 66

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

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

Answer: A ([LEAVE A REPLY](#))

The best course of action to take when the customer reports defects after implementation of the product is to compare reported defects with user acceptance test results. User acceptance testing (UAT) is a process of verifying that the solution meets the requirements and expectations of the end users and delivers value to them. User acceptance testing involves preparing test cases, scenarios, or scripts based on the acceptance criteria, executing them with representative users or stakeholders, collecting feedback, identifying defects or issues, and obtaining sign-off or approval for deployment. By comparing reported defects with user acceptance test results, the business analyst can determine whether the defects were already detected and resolved during UAT, whether they were missed or overlooked during UAT, or whether they emerged after UAT due to changes in the environment, configuration, data, or usage. This can help to assess the impact and severity of the defects and decide on the appropriate actions to address them. Escalating the issue to the project manager since the acceptance was given by the customer is not helpful, as it does not involve investigating or resolving the defects. Doing nothing since the solution is now the responsibility of the operations manager is not responsible, as it does not ensure customer satisfaction or solution quality. Involving the end users and planning a new round of acceptance tests to check the gaps is not feasible, as it may be costly, time-consuming, and disruptive to conduct another UAT after implementation. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 14; Business Analysis for Practitioners: A Practice Guide², page 80.

NEW QUESTION: 67

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 68

After completing the requirements, the project manager and business analyst realize that the project scope is not feasible in the projected schedule. The business analyst needs to review the amount of work the team is capable of delivering based on the approved project schedule.

Which prioritization technique should the business analyst use?

- A. Time-boxing
- B. Weighted ranking
- C. Multivoting
- D. SWOT analysis

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 69

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

Answer: B ([LEAVE A REPLY](#))

The business analyst should use a traceability matrix to help communicate the status of the requirements. A traceability matrix is a document that shows the relationships and dependencies among the requirements, and tracks their changes, verification, and validation throughout the project life cycle. A traceability matrix can help the business analyst and the project manager to monitor the progress and quality of the requirements, and to identify any gaps, issues, or risks. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 20; Business Analysis for Practitioners: A Practice Guide², page 100.

NEW QUESTION: 70

A business analyst is trying to complete the requirement documentation of a project and finds that the developers have started development. The business analyst should first facilitate the:

- A. requirements gathering workshops with the stakeholders.
- B. requirements acceptance with the customer.
- C. requirements validation with the testers.
- D. requirements sign-off with the customer.

Answer: ([SHOW ANSWER](#))

The requirements sign-off is a process that involves obtaining the formal approval and acceptance of the requirements from the customer and other stakeholders. The requirements sign-off confirms that the requirements are clear, complete, correct, and consistent, and that they meet the customer's needs and expectations. The requirements sign-off also establishes a baseline for the development and testing of the solution, and serves as a reference point for managing changes and resolving issues. The business analyst should first facilitate the requirements sign-off with the customer before the developers start development, to ensure that the requirements are agreed upon and validated by all parties, and to avoid rework, delays, and conflicts later in the project. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 18; Business Analysis for Practitioners: A Practice Guide², page 92.

NEW QUESTION: 71

The project manager is beginning to prepare for a test readiness review with the customer. The project manager knows that the customer will want a summary of requirements that have been rejected or deferred.

The project manager has requested that the business analyst provide a list of rejected and deferred requirements.

What should the business analyst have done to complete this request?

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

Answer: ([SHOW ANSWER](#))

The system requirements verification matrix is a tool that helps to track the status of each requirement throughout the project lifecycle. It shows whether a requirement has been accepted, rejected, deferred, or implemented. The business analyst should have used this tool to record the reasons for rejection or deferral of any requirement, as well as the impact and resolution of such changes. This way, the business analyst can easily provide a list of rejected and deferred requirements to the project manager upon request. Setting up a change control board is not enough to track the number of rejections, as it does not provide a detailed record of each requirement's status. Limiting the number of rejected requirements on the project is not a realistic or helpful approach, as some requirements may be invalid, incomplete, or conflicting and need to be rejected or deferred for the benefit of the project. Spending more time up-front reviewing the requirements may reduce the chances of rejections, but it does not guarantee that no requirement will be rejected or deferred later in the project. References: Business Analysis for Practitioners: A Practice Guide, page 161-162; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 19.

NEW QUESTION: 72

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

Answer: **A** ([LEAVE A REPLY](#))

NEW QUESTION: 73

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. Process modeling
- D. Observation

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 74

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. Multivoting
- B. Phased baselining
- C. Storyboarding
- D. Comparative analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 75

Which of the following actions will contribute most to the success of the initial stage of the project?

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

Answer: A ([LEAVE A REPLY](#))

Interviewing stakeholders to clearly define the problem is the most important action to contribute to the success of the initial stage of the project. Interviewing is an elicitation technique that involves asking questions to stakeholders to gather information about their needs, expectations, issues, and goals. Defining the problem clearly helps to establish the business need, the project scope, and the solution approach. References:

PMI Guide to Business Analysis, Chapter 6, Section 6.3.2.5; PMI Professional in Business Analysis (PMI- PBA) Examination Content Outline, Domain I: Needs Assessment, Task 2.

NEW QUESTION: 76

A business analyst is ready to begin requirements elicitation; however, stakeholders are not available to participate for another two weeks. Which elicitation technique should the business analyst use during this time?

- A. Cost-benefit analysis
- B. Benchmarking
- C. Brainstorming
- D. Document analysis

Answer: D ([LEAVE A REPLY](#))

Explanation

The business analyst should use document analysis as an elicitation technique during this time. Document analysis is a technique that involves reviewing and analyzing existing documents, such as policies, procedures, standards, reports, or contracts, to elicit information about the business needs, requirements, or solution options. Document analysis is useful when the stakeholders are not available to participate, or when the business analyst needs to gain background knowledge or context before engaging with the stakeholders. Document analysis can also help to identify gaps, issues, or assumptions that need to be clarified or validated with the stakeholders later. : PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline1, page 12; Business Analysis for Practitioners: A Practice Guide2, page 51.

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NEW QUESTION: 77

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. Systems
- C. User interface
- D. Interface

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 78

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 is 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. Active observation
- B. Participatory observation
- C. Interview
- D. Simulation

Answer: A ([LEAVE A REPLY](#))

Active observation is an elicitation technique that involves observing the work performed by stakeholders in their own environment and asking questions to clarify or confirm the understanding of the process. Active observation allows the business analyst to gain

insights into the current state, identify gaps or issues, and discover undocumented or implicit requirements. Active observation is different from participatory observation, which involves performing the work alongside the stakeholders, and from interview, which involves asking structured or unstructured questions to elicit information from stakeholders. Simulation is an elicitation technique that involves creating a model or a prototype of the solution or a part of it and using it to elicit feedback from stakeholders.

References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 10; Business Analysis for Practitioners: A Practice Guide², page 62.

NEW QUESTION: 79

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. Interviewing
- C. Brainstorming
- D. Prototyping

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 80

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

Answer: D ([LEAVE A REPLY](#))

Prototyping is a technique that involves creating a simplified or partial version of the solution to elicit feedback from the stakeholders. Prototyping can help the business analyst to deal with a complex project with stakeholders who find it difficult to articulate their needs by providing a visual and interactive representation of the solution. Prototyping can also help to reduce requirements risk by validating or verifying the requirements, identifying gaps or errors, and resolving ambiguities or conflicts.

References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 12; Business Analysis for Practitioners: A Practice Guide (2015), page 69.

NEW QUESTION: 81

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

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

Answer: A ([LEAVE A REPLY](#))

Communication is a technique that involves exchanging information and feedback with stakeholders throughout the project life cycle. Communication can help the business analyst to deal with conflicting requirements by informing the stakeholders about the nature, cause, and impact of the conflict, and facilitating a resolution that satisfies their needs and expectations. Communication

can also help to prevent or reduce future conflicts by establishing clear and consistent channels, methods, and frequency of communication. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

NEW QUESTION: 82

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

Answer: B ([LEAVE A REPLY](#))

A weighted-ranking matrix is a technique that involves assigning scores and weights to different criteria and options to compare and prioritize them. A weighted-ranking matrix can help the business analyst to prepare the recommendation by quantifying and ranking the three different solution options based on their alignment with the business objectives, benefits, costs, risks, and other factors. A weighted-ranking matrix can also help to justify and communicate the recommendation with evidence and transparency. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 66.

NEW QUESTION: 83

Testing on a project has been completed. In order to proceed with deployment, a decision is needed.

Who should the business analyst contact to review the testing results and get approval to proceed with deployment?

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 84

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

Answer: (SHOW ANSWER)

NEW QUESTION: 85

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 86

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference: <https://www.pmi.org/learning/library/top-five-causes-scope-creep-6675>

NEW QUESTION: 87

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 88

A business analyst is assigned to the lead analyst role for a project. This project is one of the largest in the history of the company and includes several components and complex interfaces. The system in development will be used by a wide variety of stakeholders.

Which tool should the business analyst use to trace the large number of requirements that will be generated by this project?

- A. Data dictionary
- B. Configuration management system
- C. Sequence diagram
- D. Process model

Answer: B ([LEAVE A REPLY](#))

A configuration management system is a tool that can be used to trace the large number of requirements that will be generated by this project. A configuration management system is a system that consists of the processes, procedures, tools, and databases that are used to manage and control the configuration items of the project. A configuration item is any component of the project that has a defined and approved version, such as a requirement, a deliverable, a document, a model, a test case, etc. A configuration management system can help the business analyst and the project team to record, track, update, and maintain the configuration items throughout the project lifecycle, and to ensure their consistency, integrity, and traceability. A configuration management system can also help to handle changes, resolve issues, and measure the quality and performance of the project. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 24; Business Analysis for Practitioners: A Practice Guide², page 133.

NEW QUESTION: 89

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 work breakdown structure analysis of the service
- C. A flowchart of the service
- D. A Pareto analysis

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 90

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

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

Answer: ([SHOW ANSWER](#))

Explanation

A use case is a technique that describes how an actor interacts with a system to achieve a goal or perform a task. A use case consists of a main scenario and possible alternative scenarios that capture the normal, exceptional, and error flows of events. A use case can be used as a source for building tests of end-to-end business processes across business functions and systems, as it provides a comprehensive and realistic view of the expected behavior and outcomes of the solution. A use case can also help to verify and validate the functional requirements and acceptance criteria of the solution. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline¹, page 20; Business Analysis for Practitioners: A Practice Guide², page 99.

NEW QUESTION: 91

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. Payback period

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

Answer: D ([LEAVE A REPLY](#))

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NEW QUESTION: 92

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: ([SHOW ANSWER](#)**)**

Persona analysis is a technique that involves creating fictional characters that represent different user groups within the company. Persona analysis can help the business analyst to evaluate the solution's acceptance criteria by providing a detailed narrative of each user group's needs, goals, preferences, and behaviors.

Persona analysis can also help to prioritize the requirements and design features that best suit each user group. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 67.

NEW QUESTION: 93

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

Answer: ([SHOW ANSWER](#)**)**

Managing solution scope is the task of ensuring that the solution meets the agreed-upon requirements and delivers the expected value to the stakeholders. Managing solution scope involves analyzing the impact of any changes to the scope, assessing the feasibility and risks of the changes, and obtaining approval from the stakeholders before implementing the changes. Managing solution scope can help the business analyst to identify the impacts, dependencies, or risks associated with the addition to the scope. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 14; Business Analysis for Practitioners: A Practice Guide (2015), page 83.

NEW QUESTION: 94

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.** Surveys
- C.** Document analysis
- D.** Decision tree

Answer: A ([LEAVE A REPLY](#))

Explanation

Prototyping is a tool or technique that could have been used by the business analyst to avoid the situation of unclear and conflicting requirements. Prototyping is the process of creating a simplified and partial version of the product or system that can be used to elicit, validate, and refine the requirements. Prototyping can help the business analyst and the stakeholders to visualize the solution, to identify and resolve any issues or gaps, and to reach a common understanding and agreement on the requirements.

References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline1, page 18; Business Analysis for Practitioners:

A Practice Guide2, page 94.

NEW QUESTION: 95

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

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

Answer: ([SHOW ANSWER](#)**)**

Explanation

The requirements baseline is a set of approved and prioritized requirements that are used as the basis for the development scope. The requirements baseline defines what the project or program will deliver and what the stakeholders expect to receive. The requirements baseline also serves as a reference point for managing changes and measuring progress. References: PMI Guide to Business Analysis, Chapter 9, Section 9.3.1; PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline, Domain IV: Traceability and Monitoring, Task 1.

NEW QUESTION: 96

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

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

Answer: C (LEAVE A REPLY)

A configuration management system is a standardized, effective, and efficient way to manage changes to project documentation. A configuration management system is a set of tools and processes that help to track, control, and update the configuration items (CIs) of a project, such as documents, requirements, designs, code, tests, etc. A configuration management system helps to ensure that the project documentation is consistent, accurate, and up-to-date throughout the project life cycle. It also helps to maintain the traceability and auditability of the changes made to the project documentation. A configuration management system typically includes the following components:

- * A configuration management plan that defines the scope, roles, responsibilities, policies, procedures, and standards for configuration management.
- * A configuration management database (CMDB) that stores the information about the CIs, their attributes, relationships, versions, baselines, and changes.
- * A configuration identification process that assigns unique identifiers and names to the CIs and their versions.
- * A configuration control process that evaluates, approves, and implements changes to the CIs and their versions.
- * A configuration status accounting process that records and reports the status and history of the CIs and their versions.
- * A configuration verification and audit process that verifies and validates the CIs and their versions against the requirements and specifications.

References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 13.

NEW QUESTION: 97

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

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

Answer: A (LEAVE A REPLY)

The main output is the scope baseline, which consists of three documents; the scope statement (including both project and product requirements), the WBS(s), and the WBS dictionary. These are reviewed and upon approval, the scope baseline is created. Once that baseline has been approved, changes can only be made through a change control procedure. The scope baseline will be used to continually compare the actual results and work being done on the project to the original, approved scope.

NEW QUESTION: 98

A business analyst has been assigned to a project to implement a new phone system for a customer call center.

The business analyst will need to create a business case.

Which of the following components will the business analyst use as input to the business case?

- A. Project timeline
- B. Project scope
- C. Product scope
- D. Work breakdown structure

Answer: C ([LEAVE A REPLY](#))

Explanation

The business analyst will need to use the product scope as an input to the business case. The product scope is the description of the features, functions, and characteristics of the product, service, or result that the project will deliver. The product scope helps to define the business problem or opportunity, the desired outcomes, and the benefits of the solution. The product scope also helps to identify the assumptions, constraints, risks, and dependencies that may affect the project feasibility and viability. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline¹, page 9; Business Analysis for Practitioners: A Practice Guide², page 36.

NEW QUESTION: 99

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

This situation could have been averted if:

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

Answer: C ([LEAVE A REPLY](#))

Nonfunctional requirements are the characteristics or qualities of a solution that describe how well it performs or operates. They include aspects such as usability, reliability, availability, scalability, security, performance, etc. The website crashing frequently indicates that the nonfunctional requirements related to availability and performance were not identified and tested properly.

Quality attributes are another term for nonfunctional requirements, so option A is equivalent to option C. Critical business requirements and essential product requirements are both functional requirements, which describe what a solution does or provides, not how well it does it. Therefore, options B and D are incorrect. References: PMI Professional in Business Analysis (PMI- PBA) Examination Content Outline, page 18; Business Analysis for Practitioners: A Practice Guide, page 114-115.

NEW QUESTION: 100

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

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 101

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. Communicate that the status of this requirement has changed.
- C. Ask the stakeholder to review the requirement before any other action is taken.
- D. Bring the subsequent project to the change control board (CCB).

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 102

A company is working on implementing a software application. They are converting their complex, in-house processes into the new system. The business analyst has been asked to analyze the processes.

Which technique should be followed?

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

Answer: C ([LEAVE A REPLY](#))

Explanation

NEW QUESTION: 103

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: D ([LEAVE A REPLY](#))

NEW QUESTION: 104

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 105

A business analyst and stakeholders have completed documentation of the acceptance criteria for the requirements of a new vehicle leasing database. A concern is raised that some of the key performance indicators may not validate the desired benefits of the implementation.

What should the business analyst do to ensure that the business need can be validated?

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

Answer: D ([LEAVE A REPLY](#))

A business rule is a statement that defines or constrains some aspect of the business and always resolves to either true or false. Business rules are intended to assert business structure or to control or influence the behavior of the business. Business rules describe the operations, definitions and constraints that apply to an organization. Business rules can apply to people, processes, corporate behavior and computing systems in an organization, and are put in place to help the organization achieve its goals. By documenting a business rule, the business analyst can ensure that the business need can be validated against the criteria that govern the business operations and outcomes. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline1, page 19; Business Analysis for Practitioners: A Practice Guide2, page 97.

NEW QUESTION: 106

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

Answer: C ([LEAVE A REPLY](#))

The business analyst would recommend formal signoff to the group if errors in the product could result in financial solvency. Formal signoff is a process that ensures that the stakeholders agree on and approve the requirements and deliverables of the project. Formal signoff can help to reduce ambiguity, confusion, or disputes among the stakeholders and increase their accountability and commitment to the project. Formal signoff is especially important when errors in the product could result in financial solvency, as it implies that there is a high level of risk, complexity, or regulation involved in the project and that any mistake or defect could have severe consequences for the organization or its customers. The industry being unregulated is not a reason to recommend formal signoff to the group, as it implies that there is less need for compliance or verification of the product quality or performance. The project impact being contained within a small department of the company is not a reason to recommend formal signoff to the group, as it implies that there is less stakeholder involvement or interest in the project outcome or value. The organization following an iterative project life cycle is not a reason to recommend formal signoff to the group, as it implies that there is more flexibility and adaptability in the project scope and deliverables and that feedback and validation are obtained frequently throughout the project. References: Business Analysis for Practitioners: A Practice Guide 1, page 113-114; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 17.

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NEW QUESTION: 107

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

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

Answer: (SHOW ANSWER)

A use case is a technique that describes how an actor interacts with a system to achieve a goal or perform a task. A use case consists of a main scenario and possible alternative scenarios that capture the normal, exceptional, and error flows of events. A use case can be used as a source for building tests of end-to-end business processes across business functions and systems, as it provides a comprehensive and realistic view of the expected behavior and outcomes of the solution. A use case can also help to verify and validate the functional requirements and acceptance criteria of the solution. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 20; Business Analysis for Practitioners: A Practice Guide², page 99.

NEW QUESTION: 108

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

Answer: (SHOW ANSWER)

NEW QUESTION: 109

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. Prepare the requirements traceability matrix.

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

Answer: D ([LEAVE A REPLY](#))

Explanation

Before beginning requirements elicitation, the business analyst should document how the relevant systems interact. This is an important activity that helps to understand the current state of the systems, their interfaces, dependencies, and data flows. It also helps to identify the gaps, issues, and opportunities for improvement in the systems. Documenting how the systems interact can be done using various techniques, such as system context diagrams, data flow diagrams, or interface analysis¹².

Preparing the requirements traceability matrix, defining how the solution will be evaluated, and drafting a high-level data model are not activities that should be initiated before beginning requirements elicitation. These activities are part of the analysis, validation, and management of the requirements, and they should be done after the requirements have been elicited¹².

References: 1 PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline, page

10-11; 2 Business Analysis for Practitioners: A Practice Guide, page 131-132

NEW QUESTION: 110

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

This situation could have been averted if:

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 111

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

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

Answer: B ([LEAVE A REPLY](#))

Explanation

The business analyst should trace the requirements and measure the impact of the requested changes on the existing delivery date. Tracing the requirements means identifying the source, dependencies, and relationships of the requirements, and ensuring their alignment with the business needs, objectives, and expectations.

Measuring the impact of the changes means assessing how the changes will affect the scope, schedule, cost, quality, and risk of the project. These actions can help the business analyst and the project team to evaluate the feasibility and priority of the changes, and to communicate the implications and alternatives to the customer and other stakeholders. References: PMI Professional in Business Analysis (PMI-PBA)

Examination

Content Outline1, page 23; Business Analysis for Practitioners: A Practice Guide2, page 131.

NEW QUESTION: 112

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

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

Answer: (SHOW ANSWER)

Power/interest grid is a technique that involves plotting the stakeholders on a matrix based on their level of power and interest in the project. Power/interest grid can help the business analyst to identify and categorize the stakeholders during the initial phase of a project by showing how influential and engaged each stakeholder is. Power/interest grid can also help to determine the appropriate communication and engagement strategy for each stakeholder group. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

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