ATMIC NETWORKS
YOUR GUIDE TO GLOBAL CERTIFIATION

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Question: 1

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

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

Answer: A

Explanation:
A change control process is a set of procedures that defines how changes to the requirements are identified, assessed, approved, implemented, and communicated. A change control process helps to ensure that changes are aligned with the business objectives, do not introduce unnecessary risks, and do not adversely affect the quality of the solution. A change control process also helps to manage stakeholder expectations and avoid scope creep. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 13; Business Analysis for Practitioners: A Practice Guide2, page 77.

Question: 2

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

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

Question: 3

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

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 11; Business Analysis for Practitioners: A Practice Guide2, page 66.

Question: 4

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

Explanation:
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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 13; Business Analysis for Practitioners: A Practice Guide2, page 77.

Question: 5

Which tool can be used to analyze how the system responds to various combinations of input conditions with the probability of each outcome?

A. Decision tree
B. Functional decomposition
C. Expected monetary value
D. Weighted criteria

Answer: A

Explanation:
A decision tree is a tool that can be used to analyze how the system responds to various combinations of input conditions with the probability of each outcome. A decision tree is a graphical representation of a decision problem that shows the possible choices and their consequences. A decision tree can help to evaluate the expected value of each alternative and choose the optimal one. Functional decomposition is a tool that can be used to break down a complex system or process into smaller and simpler components. Expected monetary value is a tool that can be used to calculate the average outcome of a decision under uncertainty by multiplying the value of each outcome by its probability and summing them up. Weighted criteria is a tool that can be used to

prioritize requirements or alternatives based on their importance and performance scores. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 95.

Question: 6

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

Answer: B

Explanation:
The person identified in the RACI matrix as accountable for deployment approval is the one who should be contacted by the business analyst to review the testing results and get approval to proceed with deployment. The RACI matrix defines who is Responsible, Accountable, Consulted, and Informed for each task or deliverable in a project or a process. The

accountable person has the authority and accountability to approve or reject the work. The tester identified in the testing strategy is not necessarily the one who can approve deployment, as they may only be responsible for conducting testing. The project manager identified in the project charter may not have the authority to approve deployment, as they may only be responsible for managing the project. The project sponsor identified in the scope document may not be involved in deployment approval, as they may only be informed of the project progress and outcomes.

Question: 7

During user acceptance testing, a defect is logged by a user from a department that did not participate in the requirements analysis. To avoid this situation and minimize impact on the project, the user should have been:

A. interviewed to understand how the user's work would be impacted.
B. involved in the development and sign-off of the business requirements.
C. identified as a stakeholder as part of the stakeholder analysis.
D. given the opportunity to review the user acceptance test scripts.

Answer: C

Explanation:
Stakeholder analysis is a process of identifying and analyzing the stakeholders who have an interest or influence on the project and its outcomes. Stakeholder analysis helps to ensure that the requirements are elicited from all relevant sources and that the stakeholders are appropriately engaged throughout the project. By identifying the user from a department that did not participate

in the requirements analysis as a stakeholder, the business analyst could have avoided the situation of logging a defect during user acceptance testing and minimized the impact on the project. Interviewing the user to understand how the user's work would be impacted, involving the user in the development and sign-off of the business requirements, and giving the user the opportunity to review the user acceptance test scripts are possible actions that could be taken after identifying the user as a stakeholder, but they are not sufficient to avoid the situation and minimize the impact on the project. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 9; Business Analysis for Practitioners: A Practice Guide2, page 55.

Question: 8

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

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

Answer: C

Explanation:
The purpose of reviewing the system use cases and screen mockups with the client team is to validate that the system is aligned with the stakeholder requirements. Validation is a process of ensuring that the solution meets the needs and

expectations of the stakeholders and delivers value to them. Validation involves checking whether the solution is feasible, acceptable, complete, correct, consistent, and testable. By walking through the artifacts with the client team, the business analyst can obtain feedback, confirm understanding, identify gaps or errors, and resolve issues. Verifying that the documents are aligned with the transition requirements or the solution requirements are possible outcomes of the review meeting, but they are not the main purpose. Verifying that the system is aligned with the quality requirements is not relevant to this scenario, as quality requirements are related to how well the solution performs rather than what it does. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 13; Business Analysis for Practitioners: A Practice Guide2, page 76.

Question: 9

A type of requirements document that would be the most valuable to a database administrator would be:

A. a data flow diagram.
B. a business process diagram.
C. an entity relationship diagram.
D. an object diagram.

Answer: C

Explanation:
An entity relationship diagram (ERD) is a type of requirements document that would be most valuable to a database administrator. An ERD is a graphical representation of data entities and their relationships in a database. An ERD shows how data is organized, stored, accessed, and manipulated in a database. An ERD can help to design, document, and communicate a database schema. A data flow diagram (DFD) is a graphical representation of how data flows through a system or a process. A DFD shows where data comes from, where it goes, how it is transformed, and what it is used for. A DFD can help to analyze, design, or improve a system or a process. A business process diagram (BPD) is a graphical representation of how activities are performed by actors in a business process. A BPD shows who does what, when, where, why, and how in a business process. A BPD can help to model, document, or optimize a business process. An object diagram is a graphical representation of objects and their relationships in an object-oriented system. An object diagram shows how objects interact with each other through messages or operations. An object diagram can help to illustrate or test an object-oriented design. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 95.

Question: 10

A company is working on the next big release of their best-selling product. The requirements will be validated through in-person validation sessions.
What would be the most viable technique to use in this scenario?

A. A review of the solution prototype
B. A brainstorming session
C. A use-case development session
D. A review of the previous version

Answer: B

Explanation:

A review of the solution prototype would be the most viable technique to use in this scenario for validating requirements through in-person sessions. A solution prototype is a simplified version of part or all of a solution that can be used to elicit feedback from stakeholders. A review of a solution prototype involves presenting or demonstrating it to stakeholders and asking them questions to assess their satisfaction, understanding, agreement, or concerns. A review of a solution prototype can help to validate that the solution meets the stakeholder requirements and delivers value to them. A brainstorming session is a technique for generating ideas or solutions by encouraging free and creative thinking from participants. A brainstorming session can help to elicit or analyze requirements but not validate them. A use-case development session is a technique for creating use cases that describe how actors interact with a system to achieve their goals. A use-case development session can help to elicit or specify requirements but not validate them. A review of the previous version is a technique for examining an existing solution or product to identify its strengths, weaknesses, opportunities, or threats. A review of the previous version can help to elicit or analyze requirements but not validate them. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 13; Business Analysis for Practitioners: A Practice Guide2, page 76.

Question: 11

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. Bring the subsequent project to the change control board (CCB).
B. Ask the stakeholders to review the requirement before any other action is taken.
C. Communicate that the status of this requirement has changed.
D. Mark the requirement as complete so that it is not forgotten.

Answer: C

Explanation:

The business analyst should communicate that the status of this requirement has changed to the relevant stakeholders, such as the project manager, the sponsor, the development team, and the quality assurance team. Communication is an essential skill for business analysts, as it helps to ensure that everyone involved in the project is aware of the current state of the requirements, the rationale behind any changes, and the impact of those changes on the project scope, schedule, budget, quality, and risks. Communication also helps to manage stakeholder expectations and avoid confusion or conflicts. Bringing the subsequent project to the change control board (CCB) is not necessary at this stage, as the requirement has been deferred and not added to another project. Asking the stakeholders to review the requirement before any other action is taken is not effective, as the requirement cannot be implemented until the needed information is available. Marking the requirement as complete so that it is not forgotten is incorrect, as it does not reflect the true status of the requirement and may cause errors or inconsistencies in the requirements documentation and traceability. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 13; Business Analysis for Practitioners: A Practice Guide2, page 77.

Question: 12

A company is pleased with its delivered solution and reports that it has heard only minimal complaints for the first three months of use.

How can the business analyst determine how well the solution meets the business case?

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

Answer: A

Explanation:
A user survey is a technique that can be used to determine how well the solution meets the business case. A user survey is a method of collecting feedback from the end users of the solution

about their satisfaction, preferences, expectations, needs, problems, or suggestions. A user survey can help to measure the performance, quality, usability, and value of the solution and compare it with the expected benefits and outcomes defined in the business case. A user survey can also help to identify areas for improvement or enhancement of the solution. Asking the sponsor for feedback is not sufficient to determine how well the solution meets the business case, as it does not capture the perspective of the end users who are directly affected by the solution. Surveying the project is not relevant to this scenario, as it does not focus on the solution but rather on the project management processes and practices. Comparing the results of day-in-the-life (DITL) testing and integration testing is not effective, as it does not reflect the actual usage and experience of the solution by the end users after deployment. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 14; Business Analysis for Practitioners: A Practice Guide2, page 80.

Question: 13

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. Interviews
B. Root cause analysis
C. Observation
D. Process modeling

Answer: B

Explanation:
Root cause analysis (RCA) is a technique that can be used to investigate the problem of increased call interval in a new call management system. Root cause analysis is a method of identifying and resolving the underlying causes of a problem or an issue, rather than treating the symptoms or the effects. Root cause analysis involves asking questions, collecting data, analyzing evidence, finding patterns, drawing conclusions, and recommending solutions. Root cause analysis can help to prevent recurrence of the problem, improve performance, reduce risks, and increase customer satisfaction. Interviews are a technique that can be used to elicit information from stakeholders, but they may not be sufficient to investigate the problem in depth and find its root causes. Observation is a technique that can be used to understand how stakeholders perform their work in their own environment, but it may not be able to explain why the problem occurs and what causes it. Process modeling is a technique that can be used to represent how activities are performed in a process, but it may not be able to identify and resolve the problem in the process. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 95.

Question: 14

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

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

Answer: B

Explanation:
User acceptance testing (UAT) is a process that should be done by the business analyst after the software developers have delivered a completed solution and the quality assurance team has passed it. User acceptance testing 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. User acceptance testing can help to ensure that the solution is fit for use, suitable for purpose, and aligned with business objectives. Evaluating the solution against the project charter is not necessary at this stage, as it does not involve testing or validation by the end users or stakeholders. Evaluating the solution with the sponsor(s) is not sufficient at this stage, as it does not capture the perspective of all relevant users or stakeholders who will use or benefit from the solution. Conducting performance testing is not relevant at this stage, as it is usually done by the quality assurance team before delivering the solution to ensure that it meets the non-functional requirements such as speed, reliability, scalability, etc. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 14; Business Analysis for Practitioners: A Practice Guide2, page 80.

Question: 15

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

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

Answer: C

Explanation:
The business analyst should clearly communicate project objectives and attempt to defuse tensions when there is concern that users may not accept a new product that forces them to change existing practices. Communication is a key skill for business analysts, as it helps to ensure that stakeholders understand the purpose, scope, benefits, and risks of the project and the solution. Communication also helps to manage stakeholder expectations, address their concerns, resolve conflicts, and gain their support and buy-in for the change. By communicating project objectives and trying to defuse tensions, the business analyst can demonstrate the value of the new product, explain the rationale

behind the change, listen to the feedback and suggestions of the users, and foster a positive and collaborative relationship

with them. Adhering to the project plan to achieve project objectives is not sufficient, as it does not address the user resistance or dissatisfaction with the new product. Voicing user concerns to management and recommending that the project be closed is not advisable, as it may undermine the project success and waste the resources invested in it. Delaying the application's deployment until the conflicts have been resolved is not effective, as it may cause delays, rework, or scope creep in the project. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 9; Business Analysis for Practitioners: A Practice Guide2, page 55.

Question: 16

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

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

Question: 17

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

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 14; Business Analysis for Practitioners: A Practice Guide2, page 80.

Question: 18

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

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

Answer: B

Explanation:
A requirements baseline document is the most valuable document for a business analyst to provide to the project sponsor to know which requirements will be implemented. 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 also serves as a reference point for managing changes and measuring progress. A requirements traceability matrix is a document that shows the relationship between requirements and other project artifacts, such as design, test cases, or deliverables. A requirements traceability matrix can help to ensure completeness, consistency, and quality of the requirements, but it does not indicate which requirements will be implemented. 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 can help to define the roles, responsibilities, processes, and tools for managing requirements, but it does not specify which requirements will be implemented. 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 can help to evaluate the performance or quality of a solution, but it does not determine which requirements will be implemented. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 13; Business Analysis for Practitioners: A Practice Guide2, page 76.

Question: 19

A business analyst has elicited, documented, and verified the requirements, discovering that there are not enough resources to deliver all the requirements. Which technique should the business analyst employ to rectify the issue?

A. Hold a brainstorming workshop to build the rationale for the requirements.
B. Perform traceability to find out where the requirements originated.

C. Survey stakeholders on their likes and dislikes about the requirements.
D. Ask stakeholders to vote on the requirements.

Answer: D

Explanation:
Asking stakeholders to vote on the requirements is a technique that the business analyst can employ to rectify the issue of not having enough resources to deliver all the requirements. Voting is a method of prioritizing requirements by asking stakeholders to rank or rate them according to their importance, urgency, value, or risk. Voting can help to identify the most critical or essential requirements that should be delivered first or within the available resources. Voting can also help to resolve conflicts or disagreements among stakeholders and reach a consensus on the priority of the requirements. Holding a brainstorming workshop to build the rationale for the requirements is not an effective technique to rectify the issue, as it does not address the resource constraint or the priority of the requirements. Brainstorming is a method of generating ideas or solutions by encouraging free and creative thinking from participants. Brainstorming can help to elicit or analyze requirements, but not prioritize them. Performing traceability to find out where the requirements originated is not a useful technique to rectify the issue, as it does not indicate the importance or value of the requirements. Traceability is a process of tracking the relationship between requirements and other project artifacts, such as design, test cases, or deliverables. Traceability can help to ensure completeness, consistency, and quality of the requirements, but not prioritize them. Surveying stakeholders on their likes and dislikes about the requirements is not a viable technique to rectify the issue, as it does not provide a clear or objective way of prioritizing the requirements. Surveying is a method of collecting feedback from stakeholders by asking them questions about their satisfaction, preferences, expectations, needs, problems, or suggestions. Surveying can help to validate or evaluate the requirements, but not prioritize them. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 95.

Question: 20

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

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

Question: 21

A business analyst has captured all of the requirements from the various stakeholders within the organization and has compiled them into a complete list. After reviewing the list of requirements with the stakeholders, it is determined that the list of requirements is too large and will exceed the allotted budget.
Which tool or technique should the business analyst use with the stakeholders to prioritize the requirements to determine which requirements are approved, deferred, or rejected?

A. SMART Goals
B. Moscow Analysis
C. SWOT Analysis
D. Timeboxing Analysis

Answer: B

Explanation:
Moscow analysis is a tool or technique that the business analyst can use with the stakeholders to prioritize the requirements to determine which requirements are approved, deferred, or rejected. Moscow analysis is a method of categorizing requirements into four groups: must-have, should-have, could-have, and won't-have. Must-have requirements are essential and non-negotiable for the project success. Should-have requirements are important but not critical for the project success. Could-have requirements are desirable but not necessary for the project success. Won't-have requirements are out of scope or low priority for the current project. Moscow analysis can help to identify the most valuable and feasible requirements that can be delivered within the available time and budget. It can also help to manage stakeholder expectations and resolve conflicts or disagreements on the priority of the requirements. SMART goals is a tool or technique that can be used to define clear and measurable objectives for a project or a process, but it does not help to prioritize the requirements. SMART goals are specific, measurable, achievable, relevant, and timebound. SWOT analysis is a tool or technique that can be used to assess the strengths, weaknesses, opportunities, and threats of a project or a process, but it does not help to prioritize the requirements. SWOT analysis can help to identify the internal and external factors that affect the project or process performance and quality. Timeboxing analysis is not a standard tool or technique in business analysis, but it may refer to a method of allocating a fixed amount of time for each task or activity in a project or a process, but it does not help to prioritize the requirements. Timeboxing analysis can help to manage time and resources efficiently and effectively. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 95.

Question: 22

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. Discuss the change with stakeholders during the baseline approval meeting and ask them to approve the new baseline.

B. Ask for more resources to manage this change and justify these additional resources with the value the change will give to the company.

C. Share the new requirements with all stakeholders and ask them to submit their comments before the meeting.

D. Postpone the baseline approval meeting, analyze the impact, and schedule a new meeting to discuss dependencies and priorities with stakeholders.

Answer: D

Explanation:

According to the PMI Guide to Business Analysis, one of the best practices for managing changes to requirements is to communicate them to all relevant stakeholders and solicit their feedback before approving or rejecting the change request. This ensures that the impact of the change is understood and agreed upon by all parties, and that the change does not introduce any conflicts or inconsistencies with the existing requirements. By sharing the new requirements with all stakeholders and asking them to submit their comments before the meeting, the business analyst can facilitate a constructive discussion and reach a consensus on how to proceed with the change request. Reference: PMI Guide to Business Analysis, page 287-288.

Question: 23

The client produced a specification for a new product to be developed by Company

A. Company A designed and successfully tested the new product against the test plan, yet the client does not agree that it meets the specification.

What could have caused this?

A. The product was not adequately tested in accordance with the test plan.

B. The requirements matrix did not adequately track back to client requirements.

C. Requirement changes were not properly identified in the project charter.

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

Answer: B

Explanation:

According to the PMI Guide to Business Analysis, a requirements traceability matrix is a tool that helps to ensure that the requirements are aligned with the business needs and objectives, and that they are verified and validated throughout the project life cycle. A requirements traceability matrix can also help to identify gaps, redundancies, and inconsistencies in the requirements. If the requirements matrix did not adequately track back to client requirements, it could result in a product that does not meet the client's expectations or specifications, even if it passes the test plan.

Therefore, it is important to establish and maintain a clear and accurate traceability of requirements from their source to

their implementation and verification. Reference: PMI Guide to Business Analysis, page 179-180.

Question: 24

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

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

Answer: C

Explanation:
According to the PMI Guide to Business Analysis, a requirements review is a formal meeting where the requirements are presented and evaluated by the stakeholders, subject matter experts, and other relevant parties. The purpose of the review is to ensure that the requirements are clear, complete, consistent, feasible, testable, and aligned with the business needs and objectives. To prepare for the review, it would be best for the team to evaluate the requirements and highlight those that cannot be met or need to be deferred, as this would help to identify any gaps, risks, issues, or dependencies that need to be addressed or resolved before proceeding to the design phase. Preparing a test procedure, starting the design, or requesting a contract amendment are not appropriate actions to take before the review, as they could introduce errors, biases, or conflicts in the requirements. Reference: PMI Guide to Business Analysis, page 181-182.

Question: 25

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

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. Reference: PMI Guide to Business Analysis, page 145-146.

Question: 26

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: D

Explanation:
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. Reference: PMI Guide to Business Analysis, page 286-287.

Question: 27

The business analyst is seriously concerned about the possibility of differing interpretations of data items mentioned in the requirements documents. Which course of action should the business analyst take to minimize the risk of misunderstanding?

A. Plan a peer review of the requirements specification.
B. Ask the development teams for a formal acceptance of the requirements specification.
C. Write a data dictionary that accompanies the requirements specification.
D. Hold a workshop with the development teams to explain the details of the requirements specification.

Answer: D

Explanation:
According to the PMI Guide to Business Analysis, a data dictionary is a tool that defines and describes the data elements and their attributes in a consistent and standardized way. A data dictionary can help to minimize the risk of misunderstanding or misinterpreting data items mentioned in the requirements documents, as it provides a common language and reference for all stakeholders involved in the project. A data dictionary can also help to ensure the quality, accuracy, and completeness of the data requirements. Planning a peer review, asking for a formal acceptance, or holding a workshop are other ways to improve the clarity and understanding of the requirements specification, but they do not address the specific issue of defining and describing the data items. Reference: PMI Guide to Business Analysis, page 169-170.

Question: 28

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: C

Explanation:
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. Reference: PMI Guide to Business Analysis, page 183-184.

Question: 29

A business analysis team has collected the main business requirements from the major stakeholders of a project. The team wants to be sure that each stakeholder has a clear understanding of the areas of analysis that will be in scope. Which model should the team employ to ensure the most effective representation of analysis boundary?

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

Answer: B

Explanation:
According to the PMI Guide to Business Analysis, a context diagram is a model that shows the boundaries of an area of analysis, such as a project, a system, a process, or an organization. A context diagram depicts the main entities or actors involved in the area of analysis, and the interactions or data flows between them. A context diagram can help to ensure the most effective representation of analysis boundary, as it provides a high-level overview of the scope and context of the area of analysis, and helps to identify the key stakeholders and their relationships. A context diagram can also help to communicate and validate the scope and context with the stakeholders, and to identify any assumptions or risks related to the area of analysis. A data flow diagram, a state diagram, and an entity relationship diagram are other models that can help to analyze an area of analysis, but they do not necessarily show the boundary or scope of it. Reference: PMI Guide to Business Analysis, page 158-159.

Question: 30

A key component of the business analyst's role during acceptance testing is to:

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

Answer: D

Explanation:
According to the PMI Guide to Business Analysis, the business analyst's role during acceptance testing is to ensure that the solution meets the requirements and expectations of the stakeholders, and that it delivers the intended business value. One of the ways to do this is to assist the quality assurance department by defining acceptance criteria, which are measurable and observable conditions that must be met for the solution to be accepted by the stakeholders. Acceptance criteria help to verify and validate that the solution meets the requirements and conforms to the quality standards. Executing all acceptance tests on behalf of the user community, delegating execution of acceptance testing and defect identification to users, or acting as a resource only when users encounter difficulties while performing tests are not effective strategies for the business analyst's role during acceptance testing, as they do not ensure the involvement and satisfaction of the stakeholders, or the alignment of the solution with the business needs and objectives. Reference: PMI Guide to Business Analysis, page 316-317.

Question: 31

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

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

Answer: D

Explanation:
: According to the PMI Guide to Business Analysis, one of the best strategies to define appropriate acceptance criteria is to clearly define the performance measures and targets for the solution, such as accuracy, reliability, availability, efficiency, etc. These measures and targets help to evaluate how well the solution meets the stakeholder needs and expectations, and how it contributes to the business value. In this case, since the operations manager is concerned about the accuracy of the new measurement system, a good strategy would be to clearly define the maximum acceptable error rate for the new system, which would indicate how accurate the system should be in order to be accepted by the stakeholder. Quantifying the risks associated with measurement errors, asking for a formal acceptance of requirements documents, or planning a training session for the new system are not effective strategies to define appropriate acceptance criteria, as they do not specify how the performance of the solution will be measured or evaluated. Reference: PMI Guide to Business Analysis, page 316-317.

Question: 32

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. Prototyping

B. Diagrams
C. Use cases
D. Document analysis

Answer: D

Explanation:
According to the PMI Guide to Business Analysis, a use case is a technique that describes how an actor interacts with a system or a process to achieve a specific goal. A use case can help to prevent problems from occurring in the implementation of a new application, as it can capture the functional requirements and the expected behavior of the system or the process, as well as the exceptions and alternative flows. A use case can also help to design and execute test cases that cover all the possible scenarios and outcomes. In this case, a use case could have prevented the problem of a worker using a field that was not supposed to be used, as it could have specified the valid inputs and outputs for the report, and the actions and responses of the system or the process. Prototyping, diagrams, and document analysis are other techniques that can help to analyze and communicate requirements, but they do not necessarily prevent problems from occurring in the implementation of a new application, as they do not describe the interactions and outcomes of the system or the process in detail. Reference: PMI Guide to Business Analysis, page 165-166.

Question: 33

How should a business analyst determine whether a solution satisfies business requirements?

A. By reviewing the results of user acceptance testing
B. By evaluating the solution against the project charter
C. By conducting a brainstorming session with end users
D. By reviewing the traceability matrix

Answer: B

Explanation:
According to the PMI Guide to Business Analysis, user acceptance testing is a technique that involves verifying and validating that the solution meets the business requirements and satisfies the stakeholder needs and expectations. User acceptance testing is usually performed by the end users or their representatives, who evaluate the solution against predefined acceptance criteria and provide feedback on its functionality, usability, performance, quality, etc. User acceptance testing can help to determine whether a solution satisfies business requirements, as it can demonstrate that the

solution delivers the intended business value and benefits, and that it meets or exceeds the stakeholder satisfaction. By reviewing the results of user acceptance testing, a business analyst can assess how well the solution meets business requirements, and identify any gaps or issues that need to be addressed or resolved. Evaluating the solution against the project charter, conducting a brainstorming session with end users, or reviewing the traceability matrix are other ways to analyze and validate requirements, but they do not necessarily determine whether a solution satisfies business requirements, as they do not involve testing or evaluating the solution in real or simulated conditions. Reference: PMI Guide to Business Analysis, page 317-318.

Question: 34

Change control systems include provisions to implement changes without formal review in the event of an emergency.

When this provision is utilized:

A. the risk associated with the change is not evaluated.
B. changes must still be documented and captured.
C. a change control board should be established.
D. changes can be applied without further managerial involvement.

Answer: D

Explanation:
According to the PMI Guide to Business Analysis, change control systems are tools that help to manage changes to requirements or other project deliverables throughout the project life cycle. Change control systems include provisions to implement changes without formal review in the event of an emergency, such as when there is an urgent need to fix a critical defect or issue that affects the project scope, schedule, cost, quality, or risk. However, when this provision is utilized, changes must still be documented and captured in order to maintain traceability and accountability of the changes, and to communicate them to all relevant stakeholders. Documenting and capturing changes also helps to avoid any confusion or inconsistency in the requirements or other project deliverables, and to evaluate their impact and outcome. The risk associated with the change is still evaluated before implementing it, even in an emergency situation. A change control board should already be established as part of the change control system. Changes may still require further managerial involvement after they are implemented in order to monitor and control their effects. Reference: PMI Guide to Business Analysis, page 288-289.

Question: 35

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

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

Answer: D

Explanation:
Workshop sessions are a technique to elicit, analyze, and prioritize requirements by bringing together a group of stakeholders, such as subject matter experts, to collaborate and reach a consensus. Workshop sessions can be used to identify and prioritize the requirements for a newly approved project. The other techniques are not suitable for this purpose. Delphi technique is a technique to obtain expert opinions anonymously and iteratively until a consensus is reached. Brainstorming is a technique to generate a large number of ideas or solutions in a short time. Idea and mind mapping is a technique to visually organize ideas or information using diagrams or graphs. Reference: PMI-PBA® Examination Content Outline, page 10; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 50.

Question: 36

The customer generated a design specification for a new product. What is the best action to take to establish an approved requirements baseline with the customer?

A. Create a requirements traceability matrix for review and approval by the customer.
B. Create a requirements baseline approval form for the customer to review and approve.
C. Request that the customer create a baseline of the requirements in the contract specification.
D. Perform a variance analysis on the design specification and report the results to the customer.

Answer: C

Explanation:
A requirements baseline is a set of approved requirements that serves as the basis for further development and validation. A requirements baseline approval form is a document that records the formal acceptance of the requirements baseline by the customer and other stakeholders. Creating a requirements baseline approval form for the customer to review and approve is the best action to take to establish an approved requirements baseline with the customer. The other actions are not sufficient or appropriate for this purpose. A requirements traceability matrix is a tool that links the requirements to their sources, objectives, and deliverables, but it does not record the approval of the requirements. Requesting that the customer create a baseline of the requirements in the contract specification is not a proactive or collaborative approach. Performing a variance analysis on the design specification and reporting the results to the customer is not relevant to establishing an approved requirements baseline. Reference: PMI-PBA® Examination Content Outline, page 13; PMI- PBA® Reference List, page 1, BABOK® Guide v3, page 39.

Question: 37

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

Answer: B

Explanation:
Interface modeling is a technique to describe how different components or systems interact with each other and exchange information. Interface modeling can be used to depict how the solution will work with all of the company's systems by showing the inputs, outputs, and dependencies of each system. Interface modeling can help to identify potential integration issues, gaps, and conflicts among the systems. The other techniques are not suitable for this purpose. Data modeling is a technique to define the structure, format, and relationships of data. Rules modeling is a technique to define the logic, constraints, and policies that govern the behavior of the solution. Enterprise modeling is a technique to describe the structure, culture, and processes of an organization. Reference: PMI-PBA® Examination Content Outline, page 11; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 54.

Question: 38

The project team has all the document control process and versioning in place to capture the requirements changes. The team ensures that the change is documented in the scope document, resulting in the changed work breakdown schedule (WBS) and schedule. However, a key requirement was not implemented in the release.
Which is a possible reason why the requirement was not implemented?

A. The requirements management plan was not updated with the change.
B. The scope management plan was not updated with the change.
C. The requirements traceability matrix was not updated with the change.
D. The schedule management plan was not updated with the change.

Answer: C

Explanation:
A requirements traceability matrix is a tool that links the requirements to their sources, objectives, and deliverables. It helps to track the status, changes, and verification of each requirement throughout the project life cycle. If the requirements traceability matrix was not updated with the change, it could result in a key requirement being missed or overlooked in the implementation. The other options are not likely to cause this problem. The requirements management plan is a document that describes how the requirements will be elicited, analyzed, documented, validated, and managed. The scope management plan is a document that describes how the project scope will be defined, controlled, and verified. The schedule management plan is a document that describes how the project schedule will be developed, monitored, and controlled. Reference: PMI-PBA® Examination Content Outline, page 13; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 39; 6.

Question: 39

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

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

Answer: A

Explanation:
Competitive analysis is a technique to compare the strengths and weaknesses of similar products or services offered by competitors in the same market. Competitive analysis can help to identify opportunities, threats, and gaps in the market, and to develop strategies to increase sales and customer satisfaction. Competitive analysis can be used to identify solutions for the startup company that sells organic vegetable and fruit smoothies by comparing their best-selling juice with similar products offered by competitors. The other techniques are not suitable for this purpose. Benchmarking is a technique to compare the performance of a product, service, or process with a standard or best practice. Trend analysis is a technique to analyze historical data or patterns to forecast future outcomes or behaviors. Focus group is a technique to elicit opinions, preferences, or feedback from a representative group of customers or users. Reference: PMI-PBA® Examination Content Outline, page 11; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 51.

Question: 40

Once a new project has been identified, the business analyst works with project team members to define what will be included in and excluded from the new system. Which of the following has the business analyst defined?

A. Solution design
B. Business requirements
C. Solution scope
D. Business case

Answer: C

Explanation:
Solution scope is the set of features and functions that define the boundaries of the solution and align with the business requirements. Solution scope describes what will be included in and excluded from the new system, and helps to manage stakeholder expectations and avoid scope creep. The business analyst has defined the solution scope by working with project team members to define what will be included in and excluded from the new system. The other options are not correct.

Solution design is the process of creating a detailed specification of how the solution will meet the requirements. Business requirements are the higher-level needs or goals of the organization or stakeholders that justify the project. Business case is a document that provides the justification for initiating a project based on its expected benefits, costs, and risks. Reference: PMI-PBA® Examination Content Outline, page 13; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 39.

Question: 41

A company wants to procure a tool to improve customer satisfaction and loyalty. Which of the following documents would provide basis for analyzing vendor products?

A. Storyboard
B. Project charter
C. Business case
D. Survey

Answer: D

Explanation:
A survey is a technique to collect information, opinions, or feedback from a large number of stakeholders, such as customers or users. A survey can help to measure the current level of customer satisfaction and loyalty, and to identify the needs and expectations of the customers for the tool. A survey can provide a basis for analyzing vendor products by comparing their features, benefits, and costs with the customer requirements. The other options are not suitable for this purpose. A storyboard is a technique to visualize the user interface or user experience of a solution using sketches or mockups. A project charter is a document that authorizes the project and defines its objectives, scope, and stakeholders. A business case is a document that provides the justification for initiating a project based on its expected benefits, costs, and risks. Reference: PMI-PBA® Examination Content Outline, page 11; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 50.

Question: 42

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

A. The analyst 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: B

Explanation:
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. Reference: PMI-PBA® Examination Content Outline, page 13; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 39.

Question: 43

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

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. Reference: PMI-PBA® Examination Content Outline, page 13; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 39.

Question: 44

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

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

Answer: C

Explanation:
Interviewing is a technique to elicit information, opinions, or feedback from stakeholders by asking them questions and listening to their responses. Interviewing can be used to clarify or validate requirements, resolve conflicts or misunderstandings, build rapport and trust, and explore complex or sensitive issues. A good time to consider using the interviewing method is when there are communication challenges among stakeholders, such as different perspectives, expectations, or interests. Interviewing can help to overcome these challenges by providing a direct and personal communication channel, allowing the interviewer to tailor the questions and responses to each stakeholder, and facilitating a deeper understanding of the stakeholder's needs and concerns. The other options are not good times to consider using the interviewing method. Attempting to obtain sign-off on requirements from stakeholders is not an elicitation activity, but a validation activity that requires formal documentation and approval. There is not enough time to gather requirements from many different sources is a constraint that limits the use of interviewing, as it is a time-consuming and resource-intensive technique that can only involve a few stakeholders at a time. Assembling a requirements traceability matrix is not an elicitation activity, but an analysis activity that involves linking the requirements to their sources and deliverables using a tool or document. Reference: PMI- PBA® Examination Content Outline, page 10; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 50.

Question: 45

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

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

Answer: D

Explanation:
Requirements are statements of the needs, expectations, or conditions that must be met by a solution. Requirements

should be clear, complete, consistent, and testable, so that they can be understood, verified, and validated by the stakeholders. If the requirements are not ready for peer review, it means that they have not met these quality criteria, and that they need to be refined or revised. One possible cause of this situation is that the requirements do not provide all of the information needed to define the work, such as the scope, objectives, deliverables, assumptions, constraints, risks, dependencies, etc. This would make it difficult for the peer reviewers to evaluate the feasibility, accuracy, and alignment of the requirements with the business needs and goals. The

other options are not likely to cause this problem. Some requirements having not yet been discussed in a work group session is not a reason to delay the peer review, as long as the requirements have been elicited from the relevant sources and documented properly. The requirements' reference codes not tracing to the attribute numbers in the work breakdown structure is a minor issue that can be easily fixed by updating the reference codes or the work breakdown structure. The requirements documents having not yet received sign-off from the sponsor is not a prerequisite for peer review, as sign-off is usually obtained after the peer review and validation process. Reference: PMI-PBA® Examination Content Outline, page 13; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 39.

Question: 46

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

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.

Question: 47

What should the business analyst do during the first steps of a project?

A. Identify stakeholders and their interests.
B. Identify the classes of users and their requirements.
C. Align the sponsor expectations along the project goals.
D. Evaluate the sources for requirements and prioritize them.

Answer: C

Explanation:

One of the first steps of a project is to identify the stakeholders and their interests. Stakeholders are the individuals or groups who have an interest or influence in the project or its outcome. Identifying the stakeholders and their interests helps to understand their needs, expectations, roles, responsibilities, and communication preferences. It also helps to manage their involvement and engagement throughout the project life cycle, and to address any potential conflicts or issues that may arise. The other options are not the first steps of a project. Identifying the classes of users and their requirements is part of the requirements elicitation process, which occurs after the project initiation phase. Aligning the sponsor expectations along the project goals is part of the project charter development, which is also done after the project initiation phase. Evaluating the sources for requirements and prioritizing them is part of the requirements analysis process, which occurs after the requirements elicitation process. Reference: PMI-PBA® Examination Content Outline, page 10; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 50; 3.

Question: 48

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

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

Answer: C

Explanation:

External dependencies are the factors or conditions that are outside the control of the project, but may affect its scope, schedule, cost, quality, or risks. External dependencies may include legal, regulatory, cultural, environmental, political, economic, or technological factors. An organization that is evaluating the possibility of conducting business internationally should investigate these factors at the onset of the initiative, as they may have significant impacts on the feasibility, viability, and desirability of the project. The other options are not factors that should be investigated at the onset of the initiative. Deliverables to be produced are the outputs or results of the project that meet the stakeholder requirements. Impacts on requirements baseline are the changes or deviations from the approved set of requirements that define the solution scope. Change control processes are the procedures and tools that manage how changes to the project scope, schedule, cost, quality, or risks are identified, evaluated, approved, implemented, and communicated. These factors are determined or addressed during the planning or execution phases of the project, not at the onset of the initiative.

Reference: PMI-PBA® Examination Content Outline, page 13; PMI-PBA® Reference List, page 1, BABOK® Guide v3, page 39; 4.

Question: 49

The business analysts have concluded a requirements elicitation workshop. They now need to define rationale for each requirement.

Which of the following pairs of items would be important to include in the rationale?

A. Reasons and assumptions

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

Answer: A

Explanation:
The rationale for each requirement is the justification or explanation of why the requirement is needed and how it supports the business objectives. It should include the reasons and assumptions behind the requirement, as well as any constraints or dependencies that affect it. The product vision and operational relationships are part of the business case, not the rationale. The stakeholder impact and design decisions are part of the analysis and solution evaluation, not the rationale. The functional relationships and work breakdown structure code are part of the solution scope and architecture, not the rationale. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 17; Business Analysis for Practitioners: A Practice Guide, page 113.

Question: 50

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

Explanation:
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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 18; Business Analysis for Practitioners: A Practice Guide, page 114-115.

Question: 51

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: D

Explanation:
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. Reference: Business Analysis for Practitioners: A Practice Guide, page 161-162; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 19.

Question: 52

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

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 costbenefit 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. Reference: Business Analysis for Practitioners: A Practice Guide, page 176-177; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 20.

Question: 53

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. Brainstorming
B. Interviewing
C. Prototyping
D. Surveying

Answer: A

Explanation:
Brainstorming is a technique that allows the collection of the maximum number of ideas on a subject from a group without considering the validity or practicality of the ideas. The purpose of brainstorming is to generate as many ideas as possible in a short time, without judging or evaluating them. The ideas can be later prioritized, categorized, or refined by using other techniques. Interviewing is a technique that involves asking questions to individuals or groups to elicit information, opinions, or feedback. Prototyping is a technique that involves creating a model or a representation of a solution or a part of it to validate requirements, assumptions, or concepts. Surveying is a technique that involves collecting data from a large number of respondents using predefined questions and formats. Reference: Business Analysis for Practitioners: A Practice Guide, page 71-72; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 15.

Question: 54

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: D

Explanation:
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. Reference: Business Analysis for Practitioners: A Practice Guide, page 161-162; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 19.

Question: 55

A business analyst has started a project for a system enhancement. In order to determine how the requirements will be approved, the business analyst schedules a meeting with the stakeholders to discuss the proposed approval process.

Which measure of effective decision making allows the business analyst to finalize the process for requirement approval?

A. The requirements verification process is documented.
B. The requirements elicitation process is documented.
C. The requirements validation process is documented.
D. The requirements approval process is documented.

Answer: D

Explanation:

The requirements approval process is documented as a measure of effective decision making that allows the business analyst to finalize the process for requirement approval. The requirements approval process defines the roles, responsibilities, criteria, methods, and tools for approving the requirements and ensuring that they meet the stakeholder needs and expectations. The requirements approval process should be agreed upon by the stakeholders and the business analyst before the requirements are elicited, analyzed, and validated. The requirements verification process is not a measure of effective decision making, but a technique for ensuring that the requirements are complete, correct, consistent, and clear. The requirements elicitation process is not a measure of effective decision making, but a set of activities for discovering, gathering, and understanding the stakeholder needs and expectations. The requirements validation process is not a measure of effective decision making, but a technique for confirming that the requirements align with the business objectives and deliver value to the stakeholders. Reference: Business Analysis for Practitioners: A Practice Guide, page 113-114 1; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 17 2.

Question: 56

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

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

Answer: A

Explanation:

Operational feasibility is the kind of feasibility assessment that the business analyst is undertaking to understand how well a potential solution fits into the organization. Operational feasibility evaluates how the solution will affect the current operations, processes, culture, and people of the organization. It also considers how the solution will be accepted, adopted, and used by the stakeholders. Technical feasibility is not the kind of feasibility assessment that the business analyst is undertaking, as it evaluates how the solution can be implemented using the available technology, infrastructure, and resources. Cost-effectiveness feasibility is not the kind of feasibility assessment that the business analyst is

undertaking, as it evaluates how the solution will provide benefits that outweigh its costs. Time feasibility is not the kind of feasibility assessment that the business analyst is undertaking, as it evaluates how long it will take to implement the solution and whether it can meet the desired schedule. Reference: Business Analysis for Practitioners: A Practice Guide, page 4142 1; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 14

Question: 57

A business analyst has incorporated all the relevant feedback from stakeholders in the business analysis plan. Which next step should the business analyst take?

A. Start documenting requirements.
B. Obtain approval on the plan.
C. Store the document for safe keeping.
D. Start implementing the project.

Answer: A

Explanation:
The next step that the business analyst should take after incorporating all the relevant feedback from stakeholders in the business analysis plan is to obtain approval on the plan. The business analysis plan is a document that describes how the business analysis activities will be performed, managed, and controlled throughout the project. It should be approved by the key stakeholders before the business analyst starts documenting or implementing the requirements. The approval process ensures that the stakeholders agree on the scope, approach, deliverables, roles, and responsibilities of the business analysis work. Starting documenting requirements without obtaining approval on the plan is not advisable, as it may lead to confusion, rework, or conflicts among the stakeholders. Storing the document for safe keeping is not a productive step, as it does not communicate or validate the plan with the stakeholders. Starting implementing the project without obtaining approval on the plan is not feasible, as it may result in wasted resources, missed expectations, or

failed outcomes. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 29-30; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 13.

Question: 58

Which tool should be used to improve the communication of product needs with the stakeholders and to improve their understanding?

A. Requirements management tool that documents requirements and their properties and relationships
B. Document management system and a relationship matrix that groups all related documents
C. Modeling tool integrated into a version control feature that ensures that team knowledge is captured
D. Workflow management tool that documents the flow of information

Answer: B

Explanation:
A modeling tool integrated into a version control feature that ensures that team knowledge is captured is a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding. A modeling tool is a tool that allows the business analyst to create visual representations of the product needs, such as diagrams, charts, graphs, or mockups. These models can help the stakeholders to comprehend and verify

the requirements more easily than textual descriptions. A version control feature is a tool that allows the business analyst to track and manage changes to the models and ensure that they are consistent and accurate. A version control feature also enables collaboration and knowledge sharing among the team members and stakeholders. A requirements management tool that documents requirements and their properties and relationships is not a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding, as it does not provide visual or graphical representations of the product needs. A document management system and a relationship matrix that groups all related documents is not a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding, as it does not create or display models of the product needs. A workflow management tool that documents the flow of information is not a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding, as it only focuses on one aspect of the product needs and does not capture other dimensions such as functionality, quality, or value. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 77-78; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 16.

Question: 59

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

Answer: B

Explanation:
The business analyst can determine the impact of a new requirement on existing requirements by reviewing the requirements traceability matrix. The requirements traceability matrix is a tool that tracks the relationships and dependencies among the requirements, as well as other project elements such as design, test cases, risks, or issues. By reviewing the requirements traceability matrix, the business analyst can identify which existing requirements are affected by the new requirement and assess the impact of the change on the scope, schedule, cost, or quality of the project. Performing a stakeholder analysis is not a way to determine the impact of a new requirement on existing requirements, as it focuses on identifying and understanding the needs, expectations, and influence of the stakeholders, not the requirements. Using time-boxing to defer the new requirement is not a way to determine the impact of a new requirement on existing requirements, as it postpones the analysis and implementation of the new requirement until a later iteration or phase of the project. Updating the use case documentation is not a way to determine the impact of a new requirement on existing requirements, as it only reflects how the new requirement affects one aspect of the solution functionality, not the entire project. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 161-162; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 19.

Question: 60

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: A

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

Question: 61

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

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

Answer: D

Explanation:
A change-driven approach is the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. A change-driven approach is an adaptive and iterative approach that embraces changes and feedback throughout the project lifecycle. It allows the organization to explore different options and alternatives for the solution and deliver value incrementally and frequently. A change- driven approach is suitable for projects that have high uncertainty, complexity, or volatility in the requirements or the environment. A plan-driven approach is not the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. A plan-driven approach is a predictive and sequential approach that follows a detailed plan and minimizes changes and deviations from the baseline. It requires the organization to have a clear and stable vision of the solution and deliver value at the end of the project. A plan-driven approach is suitable for projects that have low uncertainty, complexity, or volatility in the requirements or the

environment. A waterfall approach is not the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. A waterfall approach is a type of plan-driven approach that divides the project into distinct phases and completes each phase before moving to the next one. It does not allow for any changes or revisions once a phase is completed. A waterfall approach is suitable for projects that have very simple, well-defined, and fixed requirements and solutions. An analytical approach is not the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. An analytical approach is a technique or a method for solving problems or making decisions based on data, logic, and reasoning. It does not refer to a specific project management or business analysis approach. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 28-29; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 13.

Question: 62

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

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

Answer: C

Explanation:
Team peer review is a technique that is used to identify ambiguous or unverifiable requirements. Team peer review is a technique that involves having a group of peers or experts examine and evaluate the requirements for quality, completeness, correctness, clarity, consistency, and testability. Team peer review can help to identify any ambiguous or unverifiable requirements that may cause confusion, misunderstanding, or errors in the project. Team peer review can also provide feedback and suggestions for improvement or resolution of any issues or defects in the requirements. Fishbone analysis is not a technique that is used to identify ambiguous or unverifiable requirements. Fishbone analysis is a technique that is used to identify the root causes of a problem or an effect by analyzing its contributing factors and their relationships. Fishbone analysis can help to understand why a problem exists or why an effect occurs, but it does not directly examine or evaluate the quality of the requirements. Resource checklist is not a technique that is used to identify ambiguous or unverifiable requirements. Resource checklist is a tool that is used to identify and document the resources needed to perform business analysis activities, such as people, tools, facilities, equipment, etc. Resource checklist can help to plan and manage the resources required for business analysis work, but it does not assess or verify the quality of the requirements. Traceability matrix is not a technique that is used to identify ambiguous or unverifiable requirements. Traceability matrix is a tool that is used to track and document the relationships and dependencies among requirements and other project elements, such as design, test cases, risks, issues, etc. Traceability matrix can help to monitor and control changes to requirements and ensure alignment with project objectives and stakeholder needs, but it does not measure or validate the quality of the requirements. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 162-163; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 19-20.

Question: 63

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

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

Question: 64

For a large, highly complex project with significant risk, which elicitation technique should be used to analyze input to and output from the product?

A. System analysis
B. Dependency analysis
C. Risk analysis
D. Interface analysis

Answer: D

Explanation:
Interface analysis is a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk. Interface analysis is a technique that involves identifying and specifying how different components of a product interact with each other or with external systems or users. Interface analysis can help to define and document the data flows, formats, protocols, rules, and behaviors of each interface. Interface analysis can also help to identify and mitigate any risks or issues related to compatibility, integration, interoperability, or usability of the product. System analysis is not a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk. System analysis is a broad term that refers to various activities and techniques for

studying, designing, developing, testing, or

maintaining a system. System analysis can include interface analysis as one of its aspects, but it is not a specific technique for analyzing input to and output from the product. Dependency analysis is not a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk. Dependency analysis is a technique that involves identifying and evaluating how different elements of a project or a product depend on each other or on external factors. Dependency analysis can help to determine the impact of changes, prioritize tasks, allocate resources, or manage risks. Dependency analysis can include interface analysis as one of its aspects, but it is not a specific technique for analyzing input to and output from the product. Risk analysis is not a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk. Risk analysis is a technique that involves identifying and assessing potential threats or uncertainties that may affect a project or a product. Risk analysis can help to quantify or qualify risks, prioritize risks, plan responses, or monitor risks. Risk analysis can include interface analysis as one of its aspects, but it is not a specific technique for analyzing input to and output from the product. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 78-79; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 16-17.

Question: 65

What is one benefit of documenting the change control process?

A. Stakeholders are shielded from how changes are assessed.
B. Stakeholders know how to request changes.
C. Stakeholders have a schedule of changes to be deployed.
D. Stakeholders understand the difficulty of managing requirements.

Answer: B

Explanation:

: One benefit of documenting the change control process is that stakeholders know how to request changes. The change control process is a process that defines how changes to the project scope, schedule, cost, quality, or requirements are identified, evaluated, approved, implemented, and communicated. Documenting the change control process helps to establish clear and consistent guidelines and procedures for managing changes and ensuring that they are aligned with the project objectives and stakeholder expectations. Documenting the change control process also helps to inform the stakeholders about how to request changes, what information and justification are required, who is responsible for reviewing and approving changes, and what criteria and methods are used for assessing the impact and value of changes. Stakeholders are not shielded from how changes are assessed by documenting the change control process, as it implies that they are excluded or unaware of the change evaluation and decision making process. On the contrary, documenting the change control process helps to increase transparency, collaboration, and communication among the stakeholders regarding changes. Stakeholders do not have a schedule of changes to be deployed by documenting the change control process, as it implies that they have a predetermined or fixed plan of when and how changes will be implemented. On the contrary, documenting the change control process helps to ensure that changes are implemented in a timely and effective manner based on their priority, feasibility, and dependency. Stakeholders do not understand the difficulty of managing requirements by documenting the change control process, as it implies that they have a negative or pessimistic view of the requirements management process. On the contrary, documenting the change control process helps to improve the quality and stability of

the requirements and reduce ambiguity, confusion, or conflicts among the stakeholders. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 163-164; PMI Professional in Business Analysis (PMI-PBA)® Examination

Content Outline 2, page 20.

Question: 66

What can a business analyst use to track requirements documentation?

A. Affinity diagram
B. Data dictionary
C. Business rules matrix
D. Version control system

Answer: D

Explanation:
A version control system is a tool that can be used to track requirements documentation. A version control system is a tool that allows the business analyst to manage and record changes to the requirements documentation throughout the project lifecycle. A version control system can help to ensure that the requirements documentation is consistent, accurate, and up-to-date. A version control system can also help to facilitate collaboration and communication among the team members and stakeholders who work on or use the requirements documentation. A version control system can also help to identify and resolve any conflicts or issues that may arise from concurrent or conflicting changes to the requirements documentation. An affinity diagram is not a tool that can be used to track requirements documentation. An affinity diagram is a technique that involves grouping similar or related ideas, issues, or data into categories based on their affinity or similarity. An affinity diagram can help to organize and analyze complex or diverse information, but it does not track or manage changes to the requirements documentation. A data dictionary is not a tool that can be used to track requirements documentation. A data dictionary is a tool that defines and describes the data elements and their attributes that are used or produced by a system or a solution. A data dictionary can help to standardize and clarify the meaning and usage of data elements, but it does not track or manage changes to the requirements documentation. A business rules matrix is not a tool that can be used to track requirements documentation. A business rules matrix is a tool that documents and organizes the business rules that govern or constrain a system or a solution. A business rules matrix can help to specify and communicate the logic and behavior of a system or a solution, but it does not track or manage changes to the requirements documentation. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 161-162; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 19-20.

Question: 67

To reduce the amount of time and effort needed to create a product specification for a project, the business analyst plans to reuse:

A. quantitative analysis.
B. risk assessments.
C. qualitative analysis.
D. requirements.

Answer: D

Explanation:
To reduce the amount of time and effort needed to create a product specification for a project, the business analyst plans

to reuse requirements. Requirements are statements that describe the needs, expectations, or capabilities of the stakeholders or the solution. Requirements can be reused from previous or similar projects, as long as they are relevant, consistent, and compatible with the current project context and objectives. Reusing requirements can help to save time and effort, avoid duplication or redundancy, leverage best practices, and ensure quality and compliance. Quantitative analysis is not something that the business analyst plans to reuse to reduce the amount of time and effort needed to create a product specification for a project. Quantitative analysis is a technique that involves using numerical data and methods to measure, compare, or evaluate the feasibility, value, or impact of a solution or an alternative. Quantitative analysis can be performed for different purposes and at different stages of the project, but it does not provide requirements for the product specification. Risk assessments are not something that the business analyst plans to reuse to reduce the amount of time and effort needed to create a product specification for a project. Risk assessments are techniques that involve identifying and analyzing potential threats or uncertainties that may affect the project or the solution. Risk assessments can help to prioritize, mitigate, or monitor risks, but they do not provide requirements for the product specification. Qualitative analysis is not something that the business analyst plans to reuse to reduce the amount of time and effort needed to create a product specification for a project. Qualitative analysis is a technique that involves using descriptive data and methods to understand, interpret, or evaluate the characteristics, behaviors, or perceptions of the stakeholders or the solution. Qualitative analysis can be performed for different purposes and at different stages of the project, but it does not provide requirements for the product specification. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 114-115; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 1718.

Question: 68

When a business analyst uses subject matter experts to define roles and identify influencers, which project artifact is created or updated?

A. Stakeholder register
B. RACI matrix
C. SWOT analysis
D. Stakeholder management plan

Answer: A

Explanation:
When a business analyst uses subject matter experts to define roles and identify influencers, the project artifact that is created or updated is the stakeholder register. The stakeholder register is a document that identifies and records information about the stakeholders who are involved in or affected by the project or the solution. The stakeholder register can include information such as

stakeholder names, roles, responsibilities, interests, expectations, influence levels, communication preferences, etc. The business analyst can use subject matter experts as sources of information or advice to help define roles and identify influencers among the stakeholders. Subject matter experts are individuals who have specialized knowledge or expertise in a specific domain or area related to the project or the solution. A RACI matrix is not a project artifact that is created or updated when a business analyst uses subject matter experts to define roles and identify influencers. A RACI matrix is a tool that defines and clarifies the roles and responsibilities of each stakeholder for each task or deliverable in the project. A RACI matrix can use four categories: Responsible (who performs the task), Accountable (who approves or oversees the task), Consulted (who provides input or feedback for the task), and Informed (who is notified of the task outcome). A SWOT analysis is not a project artifact that is created or updated when a business analyst uses subject matter experts to define roles and identify influencers. A SWOT analysis is a technique that involves identifying and evaluating the strengths,

weaknesses, opportunities, and threats of an organization, a project, or a solution. A SWOT analysis can help to assess the internal and external factors that may affect the performance or value of an organization, a project, or a solution. A stakeholder management plan is not a project artifact that is created or updated when a business analyst uses subject matter experts to define roles and identify influencers. A stakeholder management plan is a document that describes how the stakeholders will be engaged, communicated with, managed, and satisfied throughout the project lifecycle. A stakeholder management plan can include strategies, actions, tools, and metrics for stakeholder management. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 34-35; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 14-15.

Question: 69

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: D

Explanation:
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. Reference: Business Analysis for Practitioners: A Practice Guide 1, page 78-79; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2, page 16.

Question: 70

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

Explanation:
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. Reference: 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.

Question: 71

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

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. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 8; Business Analysis for Practitioners: A Practice Guide (2015), page 36.

Question: 72

Which of the following techniques contrasts the current and desired business views to analyze possible business changes?

A. Impact analysis SWOT analysis
B. SWOT analysis
C. Gap analysis
D. Trend analysis

Answer: C

Explanation:
Gap analysis is a technique that contrasts the current and desired business views to analyze possible business changes. It identifies the gaps between the current state and the future state of the business and helps to prioritize the actions needed to close those gaps. Gap analysis can be used to assess the feasibility, scope, and value of a proposed change.
Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 52.

Question: 73

Which of the following is the best approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and
discussed as they develop?

A. Iterative
B. Waterfall
C. Linear
D. Agile

Answer: D

Explanation:
Agile is an approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and discussed as they develop. Agile emphasizes iterative and incremental delivery of value, collaboration, feedback, and adaptation. Agile methods include Scrum, Kanban, XP, and others.
Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 14; Business Analysis for Practitioners: A Practice Guide (2015), page 17.

Question: 74

The best way to ensure the integrity of requirements is to:

A. implement version control, maintain a history of requirements changes, and track the status of each requirement.
B. use a requirements management tool, measure requirements volatility, and maintain a history of requirements changes.

C. establish a change control board, track the status of each requirement, and use a requirements management tool.

D. establish a requirements baseline, establish a change control board, and label each requirement uniquely.

Answer: A

Explanation:

Version control is a technique that helps to manage changes to requirements and ensure that only authorized changes are made. It also helps to maintain a history of requirements changes, which records the date, reason, and impact of each change. Tracking the status of each requirement helps to monitor the progress and completion of requirements throughout the project life cycle. These practices help to ensure the integrity of requirements and avoid confusion, inconsistency, or ambiguity. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 8; Business Analysis for Practitioners: A Practice Guide (2015), page 38.

Question: 75

A business analyst is developing a traceability matrix to determine whether or not any gaps exist and to identify any discrepancies.

ID		Business Need	Status	Pnonty —

Which critical field is needed to ensure that the traceability matrix is usable?

A. Status

B. Hierarchy

C. Owner

D. Requirements description

Answer: A

Explanation:

Status is a critical field that is needed to ensure that the traceability matrix is usable. Status indicates the current state of each requirement, such as approved, deferred, implemented, tested, or verified. Status helps to track the progress and completion of requirements throughout the project life cycle. It also helps to identify any gaps or discrepancies that may exist between the requirements and the project deliverables. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

Question: 76

The following requirement was included in a business requirements document: “An API shall be built to send data back and forth from the accounting system to the customer relationship system so that name and address data can be synchronized.” What should be done with this business requirement?

A. It should remain because it specifies the reason why the business requirement is needed.

B. It should be removed because it does not state how often the data should be synchronized.

C. It should be revised because it states a solution to the problem rather than the business need.

D. It should remain because it specifies the type of data and the source system.

Answer: C

Explanation:
A business requirement is a statement that describes a business need or problem that must be addressed by the project. It should be stated in terms of what the business wants to achieve or improve, not how it will be done. The requirement in the question states a solution (an API) rather than a business need (synchronizing name and address data). It should be revised to focus on the business need and avoid specifying a solution. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 7; Business Analysis for Practitioners: A Practice Guide (2015), page 35.

Question: 77

A business analyst has been asked to investigate a problem. This investigation will provide input towards developing a business case. The business analyst wants to first understand the company's current business processes.
Which technique should the business analyst use?

A. Observation
B. RAC! matrix
C. MoSCoW
D. User stories

Answer: D

Explanation:
Observation is a technique that involves watching how people perform their work in their natural environment. Observation can help the business analyst to understand the company's current business processes, identify pain points, and discover opportunities for improvement. Observation can also help to validate or verify the information obtained from other sources, such as interviews or documents. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

Question: 78

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

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

Answer: C

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

Question: 79

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: A

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

Question: 80

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

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

Answer: A

Explanation:
Decomposition model is a technique that involves breaking down a complex entity into smaller and more manageable components. Decomposition model can help the business analyst to estimate the effort associated with project requirements by providing a hierarchical structure of the requirements, showing the dependencies and relationships among them, and allowing for more accurate and detailed estimation at lower levels. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 13; Business Analysis for Practitioners: A Practice Guide (2015), page 71.

Question: 81

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

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

Answer: A

Explanation:
A feasibility study is a technique that involves evaluating the viability and suitability of a proposed project or solution. A feasibility study can help the business analyst to define the scope of this project by assessing the technical, economic, legal, operational, and schedule aspects of designing and building three bridges within a limited time frame. A feasibility study can also help to identify the risks, benefits, costs, and assumptions associated with each bridge project. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 52.

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

Explanation:
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. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 66.

Question: 83

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. Process flow

D. Tracing requirements

Answer: D

Explanation:

Tracing requirements is a technique that involves tracking the origin, dependencies, allocation, and status of each requirement throughout the project life cycle. Tracing requirements can help the business analyst to determine this issue before delivery by ensuring that each project objective is linked to one or more requirements, and that each requirement is verified and validated against the project objectives. Tracing requirements can also help to identify any missing, redundant, or conflicting requirements. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

Question: 84

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

Explanation:

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 ofthe change request. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

Question: 85

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

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

Question: 86

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: D

Explanation:
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. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 14; Business Analysis for Practitioners: A Practice Guide (2015), page 83.

Question: 87

When managing a product backlog, which statement best describes how to determine the value of backlog items?

A. The stakeholders provide recommendations with the product owner having the final say.
B. The stakeholders follow the value-ranking criteria.
C. The stakeholders do not typically play a major role.
D. The stakeholders provide input about backlog value when the item is first identified.

Answer: B

Explanation:
Value-ranking criteria are a set of factors or measures that are used to evaluate and prioritize the value of backlog items. Value-ranking criteria can include business objectives, benefits, costs, risks, dependencies, urgency, etc. The stakeholders follow the value-ranking criteria to determine the value of backlog items based on their alignment with the project vision and goals. The stakeholders can also use techniques such as MoSCoW analysis or weighted ranking matrix to apply the valueranking criteria. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019),

page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 66.

Question: 88

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

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

Answer: A

Explanation:
Quality function deployment (QFD) is a technique that involves translating customer needs or requirements into product features or specifications. QFD helps to relate the product features to customer value by using a matrix called a House of Quality, which shows how each feature satisfies a customer requirement, how important each requirement is to the customer, how well each feature performs compared to competitors, and how each feature affects other features. QFD can also help to identify gaps or opportunities for improvement in the product design. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 12; Business Analysis for Practitioners: A Practice Guide (2015), page 69.

Question: 89

After several meetings with different groups of users, a business analyst has gathered the requirements for a large IT project. Now, the business analyst needs to document those requirements in a way that is clearly understood by the development team and provides enough information to check if the requirement has been met.
Which of the following would work best in this case?

A. User stories
B. Functional specifications
C. Flow chart
D. Prototyping

Answer: A

Explanation:
Functional specifications are a type of requirements documentation that describes what the system or product should do in terms of functions, features, behaviors, inputs, outputs, etc. Functional specifications can help the business analyst to document the requirements in a way that is clearly understood by the development team and provides enough information to check if the requirement has been met. Functional specifications can also include acceptance criteria, test cases, data models, user interface designs, etc. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 39.

Question: 90

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: C

Explanation:
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. Reference: = PMI Professional in Business Analysis (PMI-PBA) ® Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

Question: 91

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. SWOT analysis
C. Weighted ranking
D. Multivoting

Answer: A

Explanation:
Time-boxing is a prioritization technique that involves allocating a fixed amount of time or resources

to each requirement or backlog item. Time-boxing can help the business analyst to review the amount of work the team is capable of delivering based on the approved project schedule by setting deadlines and constraints for each requirement or backlog item. Time-boxing can also help to focus on the most valuable and feasible requirements or backlog items and avoid scope creep or gold plating. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 66.

Question: 92

What should the business analyst do to ensure that all requirements meet a quality checklist before the development and testing phase?

A. Validate the requirements deemed important by the stakeholders.
B. B. Obtain approval from engineering for partial testing of the requirements.
C. Negotiate with the client to standardize the requirements.
D. Assign a verification method to each requirement.

Answer: D

Explanation:
Verification is the process of ensuring that the requirements meet a quality checklist and conform to the specified standards, rules, and criteria. Verification can help the business analyst to ensure that all requirements meet a quality checklist before the development and testing phase by checking the completeness, correctness, clarity, consistency, and testability of each requirement. Verification can also help to identify and resolve any defects, errors, or ambiguities in the requirements. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

Question: 93

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

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

Answer: B

Explanation:
Requirements baseline is the approved version of the requirements document that serves as a reference point for further changes. Requirements can be changed after they are baselined through a defined process that involves submitting a change request, analyzing the impact of the change, obtaining approval from the stakeholders, updating the requirements document, and communicating the change to the project team and other affected parties. Requirements can be changed at any stage of the project life cycle as long as they follow the defined process. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

Question: 94

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

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

Answer: B

Explanation:
Requesting information on the current ordering process and comparing it with other companies is a technique that involves gathering data and benchmarking best practices from similar or relevant sources. Requesting information on the

current ordering process and comparing it with other companies can help the business analyst to take the next step after completing the requirements by analyzing the current state of the problem, identifying gaps or opportunities for improvement, and proposing possible solutions or alternatives. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 12; Business Analysis for Practitioners: A Practice Guide (2015), page 69.

Question: 95

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

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

Answer: D

Explanation:
Decision trees, weighted matrix, and context diagrams are tools and techniques that can help the business analyst to maximize business value while establishing the requirements baseline. Decision trees are graphical representations of possible outcomes and choices based on certain conditions or criteria. Decision trees can help to evaluate and select the best option among multiple alternatives

based on their expected value or risk. Weighted matrix are tables that assign scores and weights to different factors or measures to compare and prioritize them. Weighted matrix can help to rank the requirements based on their alignment with the business objectives, benefits, costs, risks, dependencies, urgency, etc. Context diagrams are visual models that show the boundaries and interactions of a system or product with its environment. Context diagrams can help to define the scope and stakeholders of a project, as well as their needs and expectations. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 11-12; Business Analysis for Practitioners: A Practice Guide (2015), page 66-69.

Question: 96

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

Explanation:

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. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 66.

Question: 97

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: D

Explanation:

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. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

Question: 98

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

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

Question: 99

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

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

Answer: D

Explanation:
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. Reference: = PMI Professional in Business Analysis (PMI- PBA)® Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

Question: 100

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

Answer: D

Explanation:
Requirements baseline is a document that contains the approved version of the requirements that serves as a reference point for further changes. Requirements baseline can help the business analyst to address the issue of underestimating the required budget and schedule by defining the scope, value, quality, risk, and feasibility of each requirement. Requirements baseline can also help to negotiate the scope in the contract with the customer by showing how each requirement aligns with their needs and expectations, and proposing possible trade-offs or alternatives. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

Question: 101

Requirements for a project have already been approved and finalized when a stakeholder approaches the project team with a change to one of their requirements. Which method of document control should the business analyst use to document changes in requirement(s) versioning?

A. Statement of work
B. Project plan
C. Problem or opportunity statement
D. Traceability matrix

Answer: D

Explanation:
A traceability matrix is a document that links requirements to their sources and traces them throughout the project life cycle. It helps to track changes in requirements, assess their impact, and ensure that they are met by the project deliverables. A traceability matrix is a useful tool for

document control, as it records the version history of each requirement and the rationale for any changes. A statement of work, a project plan, and a problem or opportunity statement are not methods of document control, but rather documents that describe the project scope, objectives, activities, and justification. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 9 1; Business Analysis for Practitioners: A Practice Guide, page 121 2

Question: 102

A business analyst created requirements for production of a product extract file for several systems. After reviewing the complex systems and dividing the processes into manageable tasks, the business analyst is able to identify the tasks required to implement the deliverable.
Which analysis technique has the business analyst used?

A. Organization
B. Decomposition
C. Dependency
D. Interface

Answer: B

Explanation:
Decomposition is an analysis technique that breaks down a complex system, process, or problem into smaller and simpler components. It helps to identify the tasks, activities, functions, features, and requirements that are necessary to implement the deliverable. Decomposition also helps to organize, structure, and prioritize the components based on their dependencies and relationships. Organization, dependency, and interface are not analysis techniques, but rather aspects or results of decomposition . Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 10; Business Analysis for Practitioners: A Practice Guide, page 131-132

Question: 103

What are some of the components of a requirements management plan?

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

Answer: C

Explanation:
A requirements management plan is a document that describes how the requirements will be elicited, analyzed, documented, validated, and managed throughout the project. It typically includes the following components12:
Requirements work plan: This component defines the activities, tasks, resources, schedule, and deliverables for the requirements process. It also identifies the roles and responsibilities of the requirements team and other stakeholders.
Prioritization process: This component describes the criteria and methods for prioritizing the requirements based on their value, urgency, risk, dependency, and other factors. It also defines the levels of priority and how they will be communicated and updated.
Traceability matrix template: This component provides a format for documenting the relationships and dependencies among the requirements, the sources of the requirements, and the project deliverables. It also helps to track the status, changes, and verification of the requirements.
Other components: Depending on the project context and complexity, the requirements management plan may also include other components, such as requirements definition, requirements attribute template, requirements change control process, requirements communication plan, requirements validation plan, and requirements metrics12. Reference: 1 PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 9; 2 Business Analysis for Practitioners: A Practice Guide, page 121-122

Question: 104

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

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

Answer: C

Explanation:
A customer metrics tool is a tool that measures the satisfaction, loyalty, retention, and advocacy of customers. It helps to evaluate the performance and quality of the products or services offered by a company, as well as the effectiveness of the customer service and support. A customer metrics tool can also provide insights into the needs, preferences, expectations,

and feedback of customers, which can help to improve the customer experience and increase customer retention and referrals. Some examples of customer metrics tools are12:

Customer Satisfaction Score (CSAT): This tool measures how satisfied customers are with a specific product, service, or interaction. It typically uses a scale of 1 to 5 or 1 to 10, where higher scores indicate higher satisfaction. CSAT can be used to assess the overall satisfaction of customers, or to focus on specific aspects, such as ease of use, quality, or speed.

Customer Effort Score (CES): This tool measures how easy or difficult it is for customers to complete a task, such as placing an order, resolving an issue, or finding information. It usually uses a scale of 1 to 7, where lower scores indicate lower effort. CES can be used to identify and eliminate the pain points and friction that customers encounter, and to enhance the customer experience and loyalty.

Net Promoter Score (NPS): This tool measures how likely customers are to recommend a product, service, or company to others. It uses a scale of 0 to 10, where customers are classified as detractors (0-6), passives (7-8), or promoters (9-10). NPS can be used to gauge the loyalty and advocacy of customers, and to calculate the growth potential and profitability of a company.

Churn Rate: This tool measures the percentage of customers who stop using a product or service within a given period of time. It can be calculated by dividing the number of customers who left by the total number of customers at the beginning of the period. Churn rate can be used to monitor the retention and attrition of customers, and to identify the reasons and factors that cause customers to leave.

Customer Lifetime Value (CLV): This tool measures the total revenue or profit that a customer generates for a company over their entire relationship. It can be calculated by multiplying the average purchase value by the average purchase frequency, and then multiplying the result by the average customer lifespan. CLV can be used to estimate the value and profitability of each customer, and to allocate resources and strategies accordingly.

A focus group is not a metrics tool, but rather a research method that involves a small group of customers who share their opinions and experiences about a product, service, or topic. A focus group can provide qualitative data and insights, but not quantitative measurements. A business completion metrics tool is a tool that measures the percentage of customers who complete a desired action, such as signing up, purchasing, or renewing. It can be used to evaluate the conversion and retention rates of customers, and to optimize the customer journey and funnel. A sales and marketing metrics tool is a tool that measures the performance and effectiveness of the sales and marketing activities and campaigns of a company. It can be used to track and analyze the sales and marketing goals, strategies, and outcomes, and to improve the sales and marketing efficiency and

ROI. Reference: 1 The Top 5 Customer Satisfaction Metrics You Need to Track; 2 Customer Satisfaction Metrics: 7 Best Metrics to Measure

Question: 105

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

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

Answer: B

Explanation:

A cost-benefit analysis is a tool or technique that compares the expected costs and benefits of a project or an investment. It helps to determine the value of a business case by estimating the net present value (NPV) of the project, which is the

difference between the present value of the benefits and the present value of the costs. A positive NPV indicates that the project is worth pursuing, while a negative NPV suggests that the project should be rejected. A cost-benefit analysis can also calculate the return on investment (ROI) of the project, which is the ratio of the net benefits to the net costs. A higher ROI implies a higher value of the business case. A cost-benefit analysis can also consider the qualitative aspects of the project, such as the risks, assumptions, constraints, and opportunities12.

A variance analysis is a tool or technique that compares the actual performance of a project with the planned or expected performance. It helps to identify and explain the deviations or differences between the actual and planned results, such as costs, schedule, scope, quality, and benefits. A variance analysis can also provide corrective actions or recommendations to improve the project performance and align it with the business case13.

A SWOT analysis is a tool or technique that evaluates the strengths, weaknesses, opportunities, and

threats of a project, a business, or a situation. It helps to identify the internal and external factors that can affect the success or failure of the project or the business. A SWOT analysis can also provide strategies or actions to leverage the strengths and opportunities, and to overcome or mitigate the weaknesses and threats14.

A feasibility analysis is a tool or technique that assesses the viability and practicality of a project or a solution. It helps to determine if the project or the solution can be implemented within the available resources, time, budget, and technology. A feasibility analysis can also evaluate the potential benefits and risks of the project or the solution, and compare it with other alternatives15.

Reference: 1 PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 10-11; 2 Business Analysis for Practitioners: A Practice Guide, page 123-124; 3 Business Analysis for Practitioners: A Practice Guide, page 125-126; 4 Business Analysis for Practitioners: A Practice Guide, page 127-128; 5 Business Analysis for Practitioners: A Practice Guide, page 129-130

Question: 106

Which tool provides combined functionality for business analysis and quality assurance activities?

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

Answer: A

Explanation:

A requirements traceability tool is a tool that provides combined functionality for business analysis and quality assurance activities. It helps to document and track the relationships and dependencies among the requirements, the sources of the requirements, and the project deliverables. It also helps to monitor the status, changes, and verification of the requirements throughout the project life cycle. A requirements traceability tool can also support the analysis, validation, and testing of the requirements, as well as the evaluation of the solution quality and performance12.

A functional specification tool is a tool that helps to define and document the functional requirements of a system or a solution. It describes the features, functions, behaviors, and inputs and outputs of the system or the solution. It also specifies the acceptance criteria and the expected results of the system or the solution. A functional specification tool is mainly used for business analysis activities, but not for quality assurance activities13.

A system use case modeling tool is a tool that helps to illustrate and communicate the interactions and scenarios between the users and the system or the solution. It uses diagrams, symbols, and text to represent the actors, use cases, relationships, and flows of events of the system or the solution. It also defines the preconditions, postconditions, and exceptions of each use case. A system use case modeling tool is mainly used for business analysis activities, but not for quality assurance activities14.

A solution quality assurance tool is a tool that helps to measure and evaluate the quality of the system or the solution. It uses various methods and techniques, such as testing, inspection, review, audit, and feedback, to check the quality of the system or the solution against the quality standards and criteria. It also identifies and reports any quality issues, defects, or errors of the system or the solution. A solution quality assurance tool is mainly used for quality assurance activities, but not for business analysis activities1 .

Reference: 1 PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 911; 2 Business Analysis for Practitioners: A Practice Guide, page 121; 3 Business Analysis for Practitioners: A Practice Guide, page 133; 4 Business Analysis for Practitioners: A Practice Guide, page 135; Business Analysis for Practitioners: A Practice Guide, page 125

Question: 107

The human resources, engineering, and marketing departments have provided feedback on the business needs for a new product. After analyzing the feedback from the three departments, it would be best to:

A. vote on the product's highest-value business needs.
B. negotiate to best meet each department's objectives.
C. collaborate on a product scope that aligns with the company's objectives.
D. delegate the decision to be made by the product sponsor.

Answer: C

Explanation:
A product scope is a description of the features, functions, and characteristics of a product that meets the needs and expectations of the stakeholders. It defines what the product is and what it is not, and provides the basis for planning, developing, testing, and delivering the product. A product scope should align with the company's objectives, which are the desired outcomes or results that the company wants to achieve through its products, services, and projects. Aligning the product scope with the company's objectives helps to ensure that the product delivers value to the customers and the business, supports the company's vision and mission, and contributes to the company's strategic goals12.

To collaborate on a product scope that aligns with the company's objectives, the business analyst should follow these steps12:

Identify and engage the relevant stakeholders, such as the human resources, engineering, and marketing departments, as well as the product sponsor, the customers, and the end users. Stakeholders are the individuals or groups who have an interest or influence in the product, and who can provide input, feedback, and approval for the product scope.

Elicit and analyze the business needs, requirements, and expectations of the stakeholders, using various techniques, such as interviews, surveys, workshops, observation, prototyping, and brainstorming. Business needs are the problems or opportunities that the product aims to address or exploit, and that justify the investment in the product. Requirements are the specifications or conditions that the product must meet or satisfy to fulfill the business needs. Expectations are the desires or wishes that the stakeholders have for the product, which may or may not be realistic or feasible.

Validate and prioritize the business needs, requirements, and expectations, based on their value, urgency, risk, dependency, and alignment with the company's objectives. Validation is the process of ensuring that the business needs, requirements, and expectations are clear, complete, correct, consistent, and feasible. Prioritization is the process of ranking the business needs, requirements, and expectations according to their relative importance and impact on the product scope and the company's objectives.

Define and document the product scope, using various tools, such as a product vision statement, a product scope statement, a product backlog, a product roadmap, and a product breakdown

structure. A product vision statement is a brief and compelling description of the purpose, value proposition, and target market of the product. A product scope statement is a detailed and formal description of the product scope, including the product objectives, deliverables, features, functions, boundaries, assumptions, constraints, and acceptance criteria. A product backlog is a list of the product requirements, features, and enhancements that are prioritized and refined for development. A product roadmap is a high-level and strategic plan that shows the direction, timeline, and milestones of the product development. A product breakdown structure is a hierarchical and graphical representation of the product components and their relationships.

Communicate and manage the product scope, using various techniques, such as reviews, walkthroughs, inspections, audits, and change control. Communication is the process of sharing and exchanging the product scope information with the stakeholders, and ensuring that they understand and agree on the product scope. Management is the process of monitoring and controlling the product scope, and ensuring that it is delivered according to the plan and the company's objectives. Change control is the process of evaluating, approving, and implementing any changes to the product scope, and ensuring that they are aligned with the company's objectives.

Voting on the product's highest-value business needs is not the best option, because it may not consider the perspectives and preferences of all the stakeholders, and it may not reflect the company's objectives. Negotiating to best meet each department's objectives is not the best option, because it may result in compromises or trade-offs that may not benefit the product or the company as a whole, and it may not align with the company's objectives. Delegating the decision to be made by the product sponsor is not the best option, because it may not involve the participation and collaboration of the other stakeholders, and it may not align with the company's objectives. Reference: 1 PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 10-11; 2 Business Analysis for Practitioners: A Practice Guide, page 133-134

Question: 108

A major stakeholder of a project is surprised to learn that a particular requirement was not implemented during the latest launch.

The business analyst tells the stakeholder that the requirement status was changed to "deferred " What could have prevented the stakeholder from being surprised about the status change?

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

Answer: C

Explanation:

Communication is an essential part of requirements management, as it ensures that the requirements are clear, consistent, and agreed upon by all the project stakeholders. Stakeholders are the individuals or groups who have an interest or influence in the project, and who can provide input, feedback, and approval for the requirements. Communication also helps to avoid surprises, misunderstandings, and conflicts among the stakeholders, and to manage their expectations and satisfaction. Communication should be timely, accurate, relevant, and transparent, and should follow the communication plan and strategy defined in the requirements management plan12.

One of the aspects of communication is the status of the requirements, which indicates the progress and completion of the requirements throughout the project life cycle. The status of the requirements can be tracked and documented using a traceability matrix, which is a tool that links the requirements to their sources and traces them throughout the project. The status of the requirements can also be monitored and controlled using a change control process, which is a process that evaluates, approves, and implements any changes to the requirements. The status of the requirements can have different values, such as proposed, approved, implemented, verified, deferred, deleted,

or rejected12.

When the status of a requirement changes, it should be communicated to all the project stakeholders, not just the source of the requirement or the project team. This is because the change in the status of a requirement may have an impact on the scope, schedule, cost, quality, or risk of the project, and may affect the interests or expectations of the stakeholders. Communicating the status of the requirements to all the project stakeholders helps to keep them informed and engaged, and to obtain their feedback and approval. It also helps to prevent surprises, such as the one experienced by the major stakeholder in the question, who was unaware that a particular requirement was deferred12.

Therefore, the best option is C. The status should have been communicated to all project stakeholders. Option A is not the best option, because the status should have been communicated to more than just the requirement's source. Option B is not the best option, because the status should have been communicated earlier than prior to project launch. Option D is not the best option, because updating the status in the traceability matrix is not enough, as the stakeholders may not have access to or awareness of the matrix. References: 1 PMI Professional in Business Analysis (PMI- PBA)® Examination Content Outline, page 9-11; 2 Requirements Management 101 | Smartsheet 2

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

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.

Reference: 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

Question: 110

A business analyst is working on a highly complex project and has elicited a large number of requirements from stakeholders in several departments. Due to the large number of requirements, the stakeholders have determined that they would like to prioritize them to minimize a potentially large scope.

Which technique could the business analyst use to manage requirements?

A. MoSCoW

B. SMART goals
C. RACI models
D. Storyboarding

Answer: A

Explanation:
The MoSCoW technique is a prioritization technique that helps to rank requirements according to their importance and urgency. The acronym stands for Must have, Should have, Could have, and Won't have. This technique can help the business analyst to manage requirements by focusing on the most critical ones and minimizing the scope creep. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 19.

Question: 111

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

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

Answer: C

Explanation:
The decision-making process in the business analysis plan defines how decisions will be made regarding the requirements and the business analysis approach. It specifies the roles and responsibilities of the decision makers, the criteria and methods for making decisions, and the process for resolving conflicts and disagreements. Having a clear decision-making process can help the business analyst facilitate the requirements workshop and reach an agreement among the stakeholders with different points of view and priorities. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 13.

Question: 112

A project team has been assembled to reduce production costs. The business analyst is working with the project team to review and approve requirements. A stakeholder from the assembly line area has an issue with one of the requirements since it is dependent on using existing equipment that is set to be retired within the next six months.
Which of these techniques would the business analyst use to manage issues identified by stakeholders with requirements to ensure that those issues are resolved?

A. A Interviews
B. Process modeling
C. Estimation
D. Problem tracking

Answer: D

Explanation:

Problem tracking is a technique that helps the business analyst to manage and resolve issues identified by stakeholders with requirements. It involves creating a clear and concise record of each issue with its description, impact, priority, data, owner, status, and any other relevant information. It also involves tracking and managing the recorded issues until they are resolved. Problem tracking helps to ensure that issues are not neglected or abandoned, and that they are addressed in a timely and effective manner. Problem tracking also exposes the root causes of issues and helps to prevent recurrence of similar problems in the future. Reference: = PMI Professional in Business Analysis (PMI- PBA) ® Examination Content Outline, page 19.

Question: 113

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

Explanation:

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.

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

Question: 114

The customer and the business analyst are collaborating in the development of a solution scope. It is important for the customer to:

A. communicate changes to requirements only when they are completely defined.

B. spend the time required to provide, clarify, and elaborate requirements.
C. challenge assessments of the cost and feasibility of requirements.
D. perform an alternatives analysis for requirements implementation.

Answer: B

Explanation:
The customer and the business analyst are collaborating in the development of a solution scope, which is a description of the boundaries, assumptions, and deliverables of the solution that will address the business need. It is important for the customer to spend the time required to provide, clarify, and elaborate requirements, because requirements are the basis for defining the solution scope. Requirements are the capabilities, features, functions, and qualities that the solution must have or meet to satisfy the customer and the stakeholders. By providing, clarifying, and elaborating requirements, the customer can help the business analyst to understand the problem, the needs, the expectations, and the value proposition of the solution. This will enable the business analyst to define a solution scope that is aligned with the customer's vision and goals, and that is feasible, viable, and desirable. Reference: = PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, page 15.

Question: 115

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

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

Answer: A

Explanation:
A survey is a technique that involves collecting information from a large number of people by asking them questions and analyzing the results. Surveys are often used to measure the satisfaction, opinions, preferences, or attitudes of customers, employees, or other stakeholders. Surveys can be conducted through various methods, such as mail, online, phone, or in-person. Surveys are a suitable technique for gathering information from employees regarding their satisfaction with the solution because:
Surveys can reach a large and geographically dispersed population of employees across the country. Surveys can allow employees to provide anonymous and honest feedback without being influenced by peer pressure or group dynamics.
Surveys can use standardized and quantifiable questions that can be easily analyzed and compared. Surveys can be cost-effective and time-efficient compared to other techniques that require more resources and coordination.
Reference: = PMI Professional in Business Analysis (PMI-PBA) ® Examination Content Outline, page 19.

Question: 116

Several interviews with stakeholders to develop an inventory management system in a new architectural environment have revealed a significant concern about system and architectural stability. In which tool should the business analyst include this attribute to ensure that the requirement meets the acceptance criteria?

A. Stakeholder satisfaction survey
B. Interface analysis
C. Process modeling
D. Sectiead Traceability matrix

Answer: D

Explanation:
A requirements traceability matrix (RTM) is a tool that helps to map and track the user requirements with the test cases, and to ensure that the requirements are met by the solution. A RTM can also include other attributes or characteristics of the requirements, such as priority, risk, complexity, source, owner, etc. One of these attributes can be the system and architectural stability, which reflects the degree of reliability, robustness, and resilience of the system and its architecture. By including this attribute in the RTM, the business analyst can ensure that the requirement meets the acceptance criteria for system and architectural stability, and that the test cases can verify and validate this attribute. A RTM can also help to identify any gaps, inconsistencies, or conflicts between the requirements and the test cases, and to manage any changes or issues that may arise during the

development process. Reference: = 1, 2

Question: 117

Refer to the exhibit.

		Revenue growth	Improved customer satisfaction		Reduced time- to-market	Lower maintenance cost
©	Options	(weight S]	(weight 3)		(weight 4]	(weight 2]
1	Purchase off-the-shelf software	2			2	2
2	Develop in-house software	2	3		1	2
3	Outsource the development	2	3		2	1
4	Enhance the existing system	1	1		3	3

Which solution should be chosen according to the completed weighted-ranking matrix?

A. Outsource the development.
B. Purchase off-the-shelf software.
C. Develop in-house software.
D. Enhance the existing system.

Answer: A

Explanation:
This is because it has the highest score in the “Lower maintenance cost” category, which has a weight of 2, and the second highest score in the “Improved customer satisfaction” category, which has a weight of 3. The weighted-ranking matrix is a technique that helps to compare and evaluate different options based on multiple criteria and their relative importance. Each option is assigned a score for each criterion, and the score is multiplied by the weight of the criterion. The option with the highest total score is the most preferred one.

Question: 118

A business analyst is assigned to a business process re-engineering project. In addition to planning a workshop to elicit

requirements, the business analyst wants to send out a survey to gather data to use in a statistical analysis on user satisfaction with the current business process.
Which of the following types of surveys would be most appropriate to create and why?

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

Answer: A

Explanation:
A closed-ended survey using the Likert scale is a type of survey that asks respondents to indicate their level of agreement or disagreement with a series of statements related to the current business process. This type of survey is useful for gathering data that can be used in a statistical analysis to measure user satisfaction, identify pain points, and evaluate the performance of the current business process. A closed-ended survey is also easier to administer and analyze than an open-ended survey, which requires more time and effort to code and interpret the responses. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 17; Business Analysis for Practitioners: A Practice Guide2, page 91.

Question: 119

The business analyst wishes to clarify the project's key business drivers and ensure that requirements can be prioritized to provide maximum business value. Which question should the business analyst ask of stakeholders to help obtain this clarification?

A. Which stakeholders have the most influence?
B. Which functional areas are impacted?
C. How is the organizational chart structured?
D. What is the business need?

Answer: D

Explanation:
The business need is the reason why the project is initiated and the problem or opportunity that the project aims to address. The business need defines the key business drivers and the desired outcomes of the project. By asking what the business need is, the business analyst can understand the value proposition of the project and prioritize the requirements that align with the business objectives and deliver the most benefits to the stakeholders. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 9; Business Analysis for Practitioners: A Practice Guide2, page 23.

Question: 120

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

Explanation:

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 19; Business Analysis for Practitioners: A Practice Guide2, page 97.

Question: 121

A business analyst is working on a system enhancement project and has completed the requirements according to the requirements management plan. The business analyst is now ready to request approval from the stakeholders. How should the business analyst obtain approval?

A. Conduct a formal or informal review of the requirements.
B. Create and maintain an audit history log of changes to requirements.
C. Provide a defect tracking log for review.
D. Send an email requesting approval of requirements.

Answer: A

Explanation:
A review is a technique that involves examining a work product, such as requirements, to identify errors, omissions, inconsistencies, or ambiguities. A review can be formal or informal, depending on the level of rigor and documentation required. A review can be conducted by the business analyst alone or with other stakeholders, such as the project manager, the sponsor, the subject matter experts, or the end users. A review can be done through various methods, such as reading, walkthroughs, inspections, or peer reviews. The purpose of a review is to ensure that the requirements are clear, complete, correct, and consistent, and that they meet the quality standards and expectations of the stakeholders. By conducting a review, the business analyst can obtain approval from the stakeholders and confirm their agreement and commitment to the requirements. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 23; Business Analysis for Practitioners: A Practice Guide2, page 131.

Question: 122

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: B

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. Reference: PMI Professional in Business Analysis (PMI- PBA)® Examination Content Outline1, page 17; Business Analysis for Practitioners: A Practice Guide2, page 89.

Question: 123

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

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

Answer: C

Explanation:
MoSCoW is a requirements prioritization method that classifies requirements into four categories: Must have, Should have, Could have, and Won't have. This method helps the business analyst and the stakeholders to agree on the essential requirements that must be delivered within a fixed time frame, and the desirable requirements that can be deferred or dropped if necessary. MoSCoW is suitable for this project because it allows the business analyst to focus on the minimum viable product that meets the business need of replacing the current enrollment and billing software application before the vendor contract ends, and to cope with the large volume of requirements by prioritizing them based on their value and urgency. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 92.

Question: 124

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: C

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 99.

Question: 125

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

Answer: C

Explanation:
Phased baselining is an approach that involves dividing the requirements into smaller subsets or increments that can be approved, developed, and delivered separately. Phased baselining can help to cope with the requirements' volatility, as it allows the business analyst and the stakeholders to accommodate changes and feedback in each increment, and to adjust the scope and priorities of the subsequent increments accordingly. Phased baselining can also reduce the risk and uncertainty of the project, as it enables early validation and verification of the solution, and provides more flexibility and adaptability to the changing business environment and regulations. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 24; Business Analysis for Practitioners: A Practice Guide2, page 133.

Question: 126

During validation of a project solution, the business analyst discovers that a requirement has been

altered. Instead of placing the company logo in the upper-left corner of the window, it is displayed in the upper-right corner. When the business analyst asks the developer about the change, the developer says that one of the stakeholders asked directly for the change.
Which corrective action should the business analyst take?

A. Ask the developer to correct the logo as stated in the requirement.

B. Confront the stakeholder that requested the change.
C. Follow the change control process as defined in the business analysis plan.
D. Discuss the change in the next stakeholder meeting.

Answer: C

Explanation:
The change control process is a set of procedures and tools that are used to manage changes to the requirements and the solution throughout the project life cycle. The change control process is defined in the business analysis plan, which is a document that describes how the business analysis activities will be performed, monitored, and controlled. The business analysis plan also specifies the roles and responsibilities of the business analyst and other stakeholders involved in the change control process. The business analyst should follow the change control process as defined in the business analysis plan to ensure that any changes to the requirements are properly documented, analyzed, approved, communicated, and implemented. By following the change control process, the business analyst can avoid scope creep, maintain the quality and integrity of the requirements, and align the solution with the business needs and objectives. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 24; Business Analysis for Practitioners: A Practice Guide2, page 133.

Question: 127

Which document best provides the boundaries for product development?

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

Answer: B

Explanation:
The requirements baseline is a document that contains the approved and validated requirements that are used as the basis for developing the solution. The requirements baseline defines the scope and boundaries of the product development, as it specifies what the product must do, what features and functions it must have, and what criteria it must meet to satisfy the stakeholders' needs and expectations. The requirements baseline also serves as a reference point for measuring the progress and performance of the product development, as well as for managing changes and resolving issues. The requirements baseline is established after the requirements have been elicited, analyzed, prioritized, and verified by the business analyst and the stakeholders, and it is formally approved by the project sponsor or other authorized person. References: PMI Professional in Business Analysis

(PMI-PBA)® Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 92.

Question: 128

After conducting a brainstorming session with a group of project participants, the business analyst feels that the elicited requirements are biased. Which tool or technique could be used to gain an objective, first-hand insight into tasks and activities that are difficult to describe?

A. Questionnaires and surveys
B. Document analysis

C. Observation
D. Traceability matrix

Answer: C

Explanation:
Observation is a technique that involves watching how people perform their tasks and activities in their natural work environment. Observation can be used to gain an objective, first-hand insight into tasks and activities that are difficult to describe, as it allows the business analyst to see the actual behavior, interactions, processes, and problems of the users or customers. Observation can also help to identify the implicit, hidden, or unspoken needs and expectations of the users or customers, as well as to validate the information obtained from other elicitation techniques. Observation can be done in two ways: passive or active. Passive observation means that the business analyst does not interfere or participate in the tasks and activities, but only records and analyzes what is observed. Active observation means that the business analyst interacts with the users or customers, asks questions, and provides feedback during the observation. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 17; Business Analysis for Practitioners: A Practice Guide2, page 89.

Question: 129

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: D

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 92.

Question: 130

The test team is reviewing requirements that were written for Project
A. They are having difficulty determining if the test results meet the project needs.
Which project artifact could the test team review to help identify acceptance criteria?
A. Project scope
B. Use cases

C. RACI chart
D. Delphi outcome

Answer: A

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 also include the acceptance criteria that specify the conditions that must be met for the use case to be successfully completed and accepted by the stakeholders. The test team can review the use cases to help identify the acceptance criteria for the solution, as they provide a comprehensive and realistic view of the expected behavior and outcomes of the system. The test team can also use the use cases to design and execute test cases that verify and validate the functional requirements and acceptance criteria of the solution. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 99.

Question: 131

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

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

Answer: A

Explanation:
Root cause analysis is a technique that involves identifying and analyzing the underlying causes of a problem or an issue. Root cause analysis can help the business analyst to determine how the selection criteria requirement was missed, and to prevent similar errors from occurring in the future. Root cause analysis can be done using various tools, such as fishbone diagram and the Five Whys. A fishbone diagram is a graphical tool that organizes the possible causes of a problem into categories, such as people, process, technology, environment, etc. A fishbone diagram can help the business analyst to visualize the relationships between the causes and the effects, and to identify the most likely root causes. The Five Whys is a questioning technique that involves asking “why” repeatedly until the root cause of a problem is revealed. The Five Whys can help the business analyst to drill down into the details of the problem, and to uncover the underlying factors and assumptions that led to the missed requirement. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 21; Business Analysis for Practitioners: A Practice Guide2, page 101.

Question: 132

The business analyst receives multiple changes from different stakeholders during the requirements gathering phase of a project. How should the business analyst track the requirements throughout the lifecycle of the project to secure the delivery of the expected solution?

A. Perform inspections through the lifecycle of the project to detect any gaps and adjust the requirements baseline.
B. Plan regular meetings with stakeholders to review the requirements baseline update and to discuss changes.
C. Establish a risk traceability matrix and designate someone to manage each risk with the appropriate response.
D. Record all the requirements in a matrix, review it regularly, and get approval from stakeholders.

Answer: C

Explanation:
A matrix is a tool that can be used to record, organize, and track the requirements throughout the lifecycle of the project. A matrix can help the business analyst to identify the sources, dependencies, relationships, and attributes of the requirements, as well as to monitor their status, changes, and traceability. A matrix can also facilitate the communication, verification, and validation of the requirements with the stakeholders, and ensure their alignment with the business needs and objectives. A matrix can be updated and reviewed regularly to reflect the current state of the requirements and the solution, and to obtain the approval and acceptance from the stakeholders. A common example of a matrix is the Requirements Traceability Matrix (RTM), which is a tool that links the requirements to the project scope, objectives, deliverables, and test cases12. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline3, page 18; Business

Analysis for Practitioners: A Practice Guide4, page 92.

Question: 133

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 1s acceptable.
C. change the requirement according to the test result.
D. ask the tester to perform the test again.

Answer: A

Explanation:
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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline3, page 21; Business Analysis for Practitioners: A Practice Guide4, page 101.

Question: 134

One of the main purposes for creating a requirements traceability matrix is to:

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

Answer: A

Explanation:
One of the main purposes for creating a requirements traceability matrix is to track how requirements can be connected to the solution. A requirements traceability matrix is a tool that links the requirements to the project scope, objectives, deliverables, and test cases. A requirements traceability matrix can help the business analyst to track the origin, allocation, dependencies, and status of the requirements throughout the project lifecycle, and to ensure that the solution meets

the requirements and the stakeholder expectations. A requirements traceability matrix can also help to manage changes, resolve issues, and measure the quality and performance of the solution. A requirements traceability matrix can be created using various formats, such as a table, a spreadsheet, or a database12. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline3, page 18; Business Analysis for Practitioners: A Practice Guide4, page 92.

Question: 135

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

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

Answer: D

Explanation:
Requirements management is a method for requirements change control. Requirements management is a process that involves planning, monitoring, and controlling the requirements and the solution throughout the project lifecycle. Requirements management can help the business analyst to ensure that the requirements are clear, complete, correct, and consistent, and that they align with the business needs and objectives. Requirements management can also help to handle changes to the requirements and the solution, and to communicate the impact and implications of the changes to the stakeholders. Requirements management can be done using various tools and techniques, such as a requirements management plan, a requirements traceability matrix, a change control system, and a configuration

management system52. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline3, page 24; Business Analysis for Practitioners: A Practice Guide4, page 133.

Question: 136

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

Explanation:

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. Reference: PMI Professional in Business Analysis (PMI- PBA)® Examination Content Outline1, page 16; Business Analysis for Practitioners: A Practice Guide2, page 86.

Question: 137

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. In-scope
B. Tested
C. Implemented
D. Out-of-scope

Answer: D

Explanation:

The type of requirements that do not trace to a business need are out-of-scope requirements. Out- of-scope requirements are the requirements that are not related to the project scope, objectives, or deliverables, and that do

not contribute to the solution of the business problem or opportunity. Out- of-scope requirements are usually identified and excluded during the requirements analysis and traceability processes, to avoid wasting time, resources, and effort on unnecessary or irrelevant features or functions. Out-of-scope requirements can be caused by various factors, such as unclear or changing business needs, conflicting or unrealistic stakeholder expectations, poor communication or elicitation techniques, or lack of validation or verification methods. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 92.

Question: 138

Which technique or tool is used to obtain acceptance of the delivered product?

A. Expert judgment
B. Facilitated workshops
C. Inspection
D. Contextual inquiry

Answer: C

Explanation:
Inspection is a technique or tool that is used to obtain acceptance of the delivered product. Inspection is a process that involves examining and measuring the product or its components against the predefined standards, criteria, or specifications, to determine its quality, completeness, and correctness. Inspection can help the business analyst and the project team to identify and correct any defects, errors, or deviations in the product, and to ensure that it meets the requirements and the stakeholder expectations. Inspection can also help to obtain the formal approval and acceptance of the product from the customer and other stakeholders, and to confirm that the product is ready for delivery or deployment. Inspection can be done using various methods, such as reviews, walkthroughs, audits, or tests. References: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 21; Business Analysis for Practitioners: A Practice Guide2, page 101.

Question: 139

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

Explanation:
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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 24; Business Analysis for Practitioners: A Practice Guide2, page 133.

Question: 140

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

Answer: A

Explanation:
The selected project life cycle is a characteristic of the project that is needed to determine the approach so that the business analyst can validate whether they will need to have a discussion about the budget. The project life cycle is the sequence of phases or stages that the project goes through from initiation to closure. The project life cycle can be selected based on various factors, such as the nature, complexity, size, and uncertainty of the project, the stakeholder preferences, the organizational culture, and the industry standards. The project life cycle can influence the approach that the business analyst and the project team use to plan, execute, monitor, and control the project, and to deliver the product or service. The project life cycle can also affect the budget, schedule, scope, and quality of the project, and the level of stakeholder involvement and communication. Therefore, the business analyst should understand the selected project life cycle and its implications for the project, and validate whether it is appropriate and feasible for the project, and whether it requires any adjustments or discussions with the stakeholders. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 84.

Question: 141

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

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

Answer: A

Explanation:
Using a table to map business rules to functional requirements ensures that all tax and fee calculations are implemented correctly. It helps in verifying that the system reflects current regulations and avoids calculation errors.
Reference: PMI-PBA® Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

Question: 142

The document that defines the process for managing requirements revisions is the:

A. project management plan.
B. change management plan.
C. communications management plan.
D. scope management plan.

Answer: B

Explanation:
The change management plan outlines the process for managing changes to requirements, ensuring that any revisions are controlled and documented throughout the project lifecycle. Reference: PMI- PBA® Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

Question: 143

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: C

Explanation:
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. Reference: PMI-PBA® Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

Question: 144

A few months into a project, the business analyst determines that the costs are exceeding the perceived benefits. The business analyst wants to address the possible risks of having to cancel the product.

Which of the following documents should be used?

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

Answer: D

Explanation:
The business case provides the rationale for the project and includes an analysis of the costs and benefits. It is used to assess risks, including the potential need to cancel the product. Reference: PMI- PBA® Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

Question: 145

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

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

Answer: C

Explanation:
Documenting the source of each requirement in the requirements traceability matrix allows for easy identification of the requestor and facilitates communication with stakeholders. Reference: PMI- PBA® Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

Question: 146

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

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

Answer: D

Explanation:

Validating the requirements is a key activity to reduce the risk of rework, especially for a project with a tight timeline and a lean budget. Validating the requirements means ensuring that they are aligned with the business needs, objectives, and expectations of the stakeholders, and that they are clear, complete, consistent, feasible, and testable. Validating the requirements can help the business analyst and the project team to identify and resolve any errors, gaps, conflicts, or ambiguities in the requirements before they are implemented, and to avoid any unnecessary changes or rework later in the project lifecycle. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 100.

Question: 147

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

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

Answer: A

Explanation:
A configuration management system is a capability that will help ensure that the product conforms to approved requirements, changes can be documented, and the status of each change can be reported. 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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 24; Business Analysis for Practitioners: A Practice Guide2, page 133.

Question: 148

Company A is working on implementing a new platform with multiple stakeholders. The business analyst has gathered the requirements and established a baseline. However, scope creep is a persistent problem.
What could the business analyst have established to help manage this situation?

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

Answer: A

Explanation:
A change control process is a process that could help manage the situation of scope creep. Scope creep refers to the problem experienced on many projects when the size or complexity of the original product description grows. Scope creep can have negative impacts on the project schedule, budget, quality, and stakeholder satisfaction. A change control process is a process that defines how changes to the project scope, requirements, deliverables, or other configuration items are requested, evaluated, approved, implemented, and monitored. A change control process can help the business analyst and the project team to manage the expectations of the stakeholders, to assess the impact and feasibility of the changes, to prioritize and implement the changes, and to communicate the changes to the relevant parties. References: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 23; Business Analysis for Practitioners: A Practice Guide2, page 131.

Question: 149

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. Project life cycle
C. Return on investment (ROI)
D. Payback period

Answer: B

Explanation:
The project life cycle is a key factor that drives the selection of business analyst activities to be included in the project. The project life cycle is the sequence of phases or stages that the project goes through from initiation to closure. The project life cycle can be selected based on various factors, such as the nature, complexity, size, and uncertainty of the project, the stakeholder preferences, the organizational culture, and the industry standards. The project life cycle can influence the approach that the business analyst and the project team use to plan, execute, monitor, and control the project, and to deliver the product or service. The project life cycle can also affect the type, level, and timing of the business analysis activities, such as elicitation, analysis, documentation, validation, and management of the requirements. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 84.

Question: 150

Company A has been awarded a contract to finalize the development of a product that Company B was not able to finish. The business analyst is given a copy of the documentation left by Company B. To which of the following documents should the business analyst pay the most attention to ensure the project succeeds this time?

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

Answer: D

Explanation:
Business use cases are the documents that the business analyst should pay the most attention to ensure the project succeeds this time. Business use cases are documents that describe the interactions between the users and the system, and the value or benefit that the users obtain from the system. Business use cases can help the business analyst and the project team to understand the business needs, goals, and expectations of the stakeholders, and to define the scope, functionality, and behavior of the system. Business use cases can also help to verify and validate that the system meets the requirements and delivers the desired outcomes. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 93.

Question: 151

A business analyst from Company A has been assigned a project to document and identify requirements for a new commercial software implementation. The first step is to break down the business analysis deliverables into activities and tasks. Then, the business analyst will add an estimate of the time needed to complete the work.
Which type of estimation technique is the business analyst using?

A. Delphi
B. Bottom-up
C. Analogous
D. Parametric

Answer: B

Explanation:
The business analyst is using a bottom-up estimation technique, which involves breaking down the work into smaller components and estimating the time and resources needed for each component. Then, the estimates are aggregated to obtain the total estimate for the project. Bottom-up estimation is more accurate and reliable than other techniques, but it also requires more time and effort. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 15; Business Analysis for Practitioners: A Practice Guide2, page 85.

Question: 152

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

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 94.

Question: 153

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

A. The system is able to require passwords.
B. The system can be accessed from multiple locations.
C. The system provides an user-friendly interface.
D. The system can handle 3,000 user requests concurrently.

Answer: B

Explanation:
A functional requirement is a requirement that specifies what the system should do or how it should behave under certain conditions. A functional requirement describes the functionality, behavior, or performance of the system. An example of a functional requirement is the system is able to require passwords, which defines a security feature of the system that prevents unauthorized access. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 17; Business Analysis for Practitioners: A Practice Guide2, page 92.

Question: 154

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

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 23; Business Analysis for Practitioners: A Practice Guide2, page 131.

Question: 155

A company is awarded a contract to design and build a custom product. The contract references a detailed technical specification. What is the best action to take to ensure the design meets customer requirements?

A. Create a system requirements verification matrix to trace the design to the technical requirements and include verification methods.

B. Conduct a one-on-one interview with each member of the technical team to ensure that they understand the customer's specification.

C. Generate a design package for the product and ask the customer to verify that the design meets his or her technical needs.

D. Develop a test plan to verify that the product meets the performance requirements in the technical specification.

Answer: D

Explanation:
The best action to take to ensure the design meets customer requirements is to create a system requirements verification matrix to trace the design to the technical requirements and include verification methods. A system requirements verification matrix is a document that maps the design elements to the system requirements, and specifies the methods and criteria for verifying that the design satisfies the requirements. Verification methods can include inspection, analysis, demonstration, or testing. A system requirements verification matrix can help the business analyst and the project team to ensure the quality and completeness of the design, and to avoid any errors, gaps, or inconsistencies. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 100.

Question: 156

Requirements elicitation for a project is occurring. The marketing, acquisition, and production departments want to include specific requirements. The CEO has a requirement to deploy in three months.
Which of the following actions will have a greater influence on the project success?

A. Prioritize and develop the requirements of the marketing department since the project will impact a greater number of people.

B. Estimate the effort required for each requirement and develop as many functionalities as possible.

C. Conduct a stakeholder analysis and balance requirements by understanding the relative power associated with each stakeholder group.

D. Explain the situation to the CEO and try to obtain an extension of the contract for the actual time necessary to develop the system.

Answer: C

Explanation:
The business analyst should conduct a stakeholder analysis and balance requirements by understanding the relative power associated with each stakeholder group. This action will help the business analyst to identify and prioritize the needs and expectations of different stakeholders, and to manage any conflicts or trade-offs among them. The business

analyst should also consider the alignment of the requirements with the project objectives and the business value. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 9; Business Analysis for Practitioners: A Practice Guide2, page 38.

Question: 157

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

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

Answer: A

Explanation:

This situation could have been avoided if a change control process for requirements and their statuses was followed. A change control process is a set of procedures and tools that helps the business analyst to manage changes to the requirements, and to document and communicate the impact and approval of the changes. A change control process also helps to maintain the traceability and quality of the requirements, and to ensure that they are aligned with the business needs and the project scope. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 23; Business Analysis for Practitioners: A Practice Guide2, page 131.

Question: 158

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

Explanation:
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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 100.

Question: 159

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

Explanation:
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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 23; Business Analysis for Practitioners: A Practice Guide2, page 132.

Question: 160

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. Evaluate if the new set of regulations is aligned with the business case.
B. Evaluate the impact of the change on the project schedule.
C. Obtain management sign-off on the new set of regulations.
D. Check the traceability matrix to identify affected use cases.

Answer: D

Explanation:
The business analyst should check the traceability matrix to identify affected use cases. A traceability matrix can help the business analyst to find out which use cases are related to the new set of regulations, and how they will impact the scope, schedule, cost, quality, and risk of the project. The business analyst should also communicate the changes to the relevant stakeholders, and update the requirements documentation and the business analysis plan accordingly. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 100.

Question: 161

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

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 9; Business Analysis for Practitioners: A Practice Guide2, page 36.

Question: 162

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. Risk
C. Cost-benefit
D. SWOT

Answer: C

Explanation:
The business analyst must perform a cost-benefit analysis in order to complete the business case and arrive at a solid recommendation. A cost-benefit analysis is a technique that compares the costs and benefits of different options or alternatives for solving a business problem or achieving a business opportunity. A cost-benefit analysis helps to evaluate the return on investment (ROI), the net present value (NPV), and the payback period of each option, and to select the most optimal one based on the business value and the strategic alignment. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 10; Business Analysis for Practitioners: A Practice Guide2, page 40.

Question: 163

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

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

Answer: A

Explanation:
The business analyst could use the expected vs. actual results technique to iteratively validate the solution. This technique involves comparing the expected results or outcomes of the solution with the actual results or outcomes that are observed or measured after the solution is implemented. This technique helps to verify that the solution meets the requirements and the acceptance criteria, and to identify any gaps, issues, or defects that need to be resolved or corrected. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 25; Business

Analysis for Practitioners: A Practice Guide2, page 141.

Question: 164

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

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

Answer: A

Explanation:
The business analyst would use brainstorming to identify stakeholders. Brainstorming is a technique that involves generating ideas or solutions through a group discussion or a creative thinking process. Brainstorming can help the business analyst to identify potential stakeholders who have an interest, influence, or impact on the project or the solution, and to solicit their input and feedback on the project requirements and expectations. Reference: PMI Professional in Business Analysis (PMI- PBA)® Examination Content Outline1, page 9; Business Analysis for Practitioners: A Practice Guide2, page 38.

Question: 165

When faced with a tight timeline, the project sponsor suggests that the project team start development without creating traceability artifacts. What should the business analyst do?

A. Start development activities without traceability items.
B. Explain the value of requirements traceability.
C. Negotiate for a quick approval of a reduced set of traceability artifacts.
D. Eliminate traceability activities for the project.

Answer: B

Explanation:
The business analyst should explain the value of requirements traceability to the project sponsor. Requirements traceability is the process of tracking and documenting the relationships and dependencies among the requirements, the project deliverables, and the business objectives. Requirements traceability helps to ensure the quality, completeness,

and alignment of the requirements, and to manage the changes, risks, and issues that may arise during the project. Requirements traceability also helps to measure the performance and the value of the solution, and to facilitate the verification and validation of the solution. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 100.

Question: 166

Projects have been managed well and completed on schedule and on budget. However, successful completion of the projects has not improved the company's performance and profitability.

Which of the following should have been implemented to ensure that the projects would improve the company's performance and profitability?

A. review with appropriate stakeholders
B. A project management plan
C. A risk plan
D. A strategies and goals analysis

Answer: D

Explanation:

A strategies and goals analysis is a technique that helps to ensure that the projects are aligned with the organization's vision, mission, values, and strategic objectives. A strategies and goals analysis helps to identify the business problems or opportunities that the projects are intended to address, and to evaluate the expected benefits and outcomes of the projects. A strategies and goals analysis also helps to prioritize and select the projects that have the highest potential to improve the company's performance and profitability. Reference: PMI Professional in Business Analysis (PMI- PBA)® Examination Content Outline1, page 10; Business Analysis for Practitioners: A Practice Guide2, page 40.

Question: 167

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

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

Answer: B

Explanation:

Time-boxing is a prioritization technique that involves assigning a fixed amount of time or resource to each requirement or deliverable, and delivering as much value as possible within that time or resource constraint. Time-boxing is useful when the project has a tight timeline or budget, and the stakeholders have too many requirements for the delivery window. Time-boxing helps to focus on the most important and valuable requirements, and to manage the expectations and scope of the stakeholders. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 97.

Question: 168

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: D

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

Question: 169

A business analyst is reviewing a discrepancy report after a test session. The discrepancy report has revealed a defect that the business analyst must address.
Which of the following criteria should the business analyst use to identify the appropriate response to the defective test result?

A. Inspect the requirements traceability matrix to verify if the requirement is connected to a use case.
B. Determine if the defect is in the solution developed, in the original requirement, or in the test case.
C. Verify that the corresponding requirement was appropriately signed off by the requesting stakeholder.
D. Perform an impact analysis and open a change request to include the revised requirement in the next baseline.

Answer: B

Explanation:
The business analyst should determine if the defect is in the solution developed, in the original requirement, or in the test case. This criterion will help the business analyst to identify the root cause of the defect, and to decide the appropriate response to the defective test result. Depending on the source of the defect, the business analyst may need to revise the requirement, update the test case, or request a change to the solution. The business analyst should also communicate the defect and the response to the relevant stakeholders, and document the discrepancy report accordingly. References: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 25; Business Analysis for Practitioners: A Practice Guide2, page 140.

Question: 170

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

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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, page 12; Business Analysis for Practitioners: A Practice Guide2, page 51.

Question: 171

A company wants to improve the service to its customers by reducing complaint response time by 40%. To achieve this goal, it is necessary to redesign and optimize their internal processes and support it with a new product. The client thinks that disruption and short-term loss of productivity is inevitable.
Where can the business analyst best reflect the intangible costs associated with this change?

A. In the requirements specification document
B. In the business case
C. In the pay-back analysis
D. In the balanced score card chart

Answer: B

Explanation:
: The business case is a document that provides the justification for initiating a project or program. It describes the business problem or opportunity, the benefits and costs of the proposed solution, and the risks and assumptions involved. The business case also includes the intangible costs and benefits associated with the change, such as the disruption and short-term loss of productivity that the client anticipates. The business analyst can use the business case to communicate the value proposition of

the project or program to the stakeholders and decision makers. Reference: PMI Guide to Business Analysis, Chapter 3, Section 3.2.1; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, Domain II: Planning, Task 4.

Question: 172

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: C

Explanation:
A questionnaire is an elicitation technique that involves sending a set of written questions to a large number of users or stakeholders to gather information about their needs, preferences, opinions, or feedback. A questionnaire is best suited for eliciting information from a large group of users in a short period of time, as it is cost-effective, easy to administer, and allows for anonymity and standardization. A questionnaire can also reach users who are geographically dispersed or unavailable for face-to-face meetings. Reference: PMI Guide to Business Analysis, Chapter 6, Section 6.3.2.9; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, Domain III: Analysis, Task 2.

Question: 173

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

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

Answer: D

Explanation:
Quality assurance is a function that involves applying quality standards and processes to ensure that the project or program meets the quality requirements and delivers the expected value to the stakeholders. Quality assurance also involves auditing the quality requirements and the results of quality control measurements to ensure that appropriate quality standards and operational definitions are being used. Quality assurance helps to prevent defects and errors, improve customer satisfaction, and enhance the credibility and reputation of the organization. Reference: PMI Guide to Business Analysis, Chapter 10, Section 10.3.1; PMI Professional in Business Analysis (PMI-PBA) ® Examination Content Outline, Domain V: Evaluation, Task 3.

Question: 174

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: C

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. Reference: 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.

Question: 175

A business analyst for Company A has been assigned to a three-year project to assist health insurance Company B with implementing and testing a new set of medical codes. The business analyst has identified many stakeholders who will participate in the project. For example, Company A will designate technical staff to write and code the requirements and provide a testing team to test the new functionality. The senior director of Company B will require weekly progress updates. The project manager from Company A will create project plans, schedule meetings, and provide meeting minutes.

In the scenario above, what is the role of the technical staff and testing team from Company A?

A. Accountable
B. Consult
C. Responsible
D. Inform

Answer: C

Explanation:
The technical staff and testing team from Company A are responsible for writing and coding the requirements and testing the new functionality. Responsible means that the person or group is assigned to perform the work or activity. The responsible role is often indicated by the letter R in a RACI matrix, which is a tool for identifying roles and responsibilities of stakeholders. Reference: PMI Guide to Business Analysis, Chapter 4, Section 4.3.2.3; PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, Domain II: Planning, Task 2.

Question: 176

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

Explanation:
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. Reference: 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.

Question: 177

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

Explanation:

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. Reference: 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.

Question: 178

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

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. Reference: 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.

Question: 179

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

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.

Question: 180

A business analyst assigned to review test output for a project realizes that an approved requirement has been missed. Which technique could the business analyst have used to ensure that requirements

were delivered as stated?

A. Work breakdown structure
B. Requirements management plan
C. Use cases
D. Traceability matrix

Answer: D

Explanation:
According to the PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline, one of the tasks under the domain of Traceability and Monitoring is to "Track the status, priority, and disposition of requirements and issues, and communicate updates as necessary" (Task 1). This implies that the business analyst is responsible for ensuring that the requirements are delivered as stated and that any changes or issues are communicated to the relevant stakeholders. One of the techniques that can be used to perform this task is the traceability matrix, which is a table that shows the relationships between requirements and other project artifacts, such as design documents, test cases, or deliverables. A traceability matrix can help the business analyst to verify that all the requirements are covered by the test cases and that the test output matches the expected results. Therefore, the technique that the business analyst could have used to ensure that requirements were delivered as stated is the traceability matrix.

Question: 181

Refer to the exhibit.

	Functionality	Cott

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		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: C

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. Reference:
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

Question: 182

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

Answer: B

Explanation:
According to the PMI Professional in Business Analysis objectives and content, a prototype is a tool that can be used to elicit, analyze, and validate requirements. A prototype is a representation of a solution that allows stakeholders to interact with it and provide feedback. By developing a prototype, the business analyst can gather functional requirements from the end user and ensure that the new interface supports their core business processes. A prototype can also help to reduce ambiguity, resolve conflicts, and increase stakeholder satisfaction. Reference:
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

Question: 183

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

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. Reference: 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

Question: 184

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

Answer: B

Explanation:

According to the PMI Professional in Business Analysis objectives and content, one of the techniques to ensure consensus among stakeholders is to conduct a pre-review of the requirements with the key stakeholders before the formal review meeting. This can help to identify and resolve any issues, gaps, or conflicts that may arise during the meeting. A pre-review can also help to build trust and rapport with the stakeholders, and increase their confidence and commitment to the requirements. A pre-review can be done through interviews, workshops, surveys, or other methods of communication. Reference:

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

Question: 185

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: B

Explanation:
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. Reference:
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

Question: 186

How can a business analyst show progressive iterations of product development to stakeholders after the requirements baseline has been approved?

A. Create prototype proof-of-concept models.
B. Conduct requirement walkthrough sessions.
C. Review performance data with the project sponsor.
D. Talk to distinct testing groups to check testing status.

Answer: A

Explanation:
According to the PMI Professional in Business Analysis objectives and content, a prototype is a tool that can be used to demonstrate the features and functionality of a product or solution in an iterative manner. A prototype can help to elicit, validate, and verify requirements, as well as to obtain feedback and approval from stakeholders. A prototype can also help to reduce risks, errors, and rework, and to increase customer satisfaction and quality. A proof-of-concept model is a type of prototype that is used to test the feasibility and viability of a product or solution. A proof-of-concept model can help to show the benefits and value of the product or solution, and to identify any technical or business challenges or constraints. Reference:
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

Question: 187

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: B

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. Reference:
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

Question: 188

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

Answer: C

Explanation:
According to the PMI Professional in Business Analysis objectives and content, a subject matter expert (SME) is a person who has specialized knowledge or skills in a particular domain or area. A SME can provide valuable insights, information, and guidance to the project team, especially when the project involves a new or unfamiliar market. By hiring external SMEs for the core project team, the business analyst can help to ensure that the project has the necessary expertise and resources to perform the business analysis activities effectively and efficiently. External SMEs can also help to identify and validate the business needs, requirements, and solutions for the new market, and to reduce the risks and uncertainties associated with the project. Reference:
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

Question: 189

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

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

Answer: C

Explanation:
According to the PMI Professional in Business Analysis objectives and content, scope creep is the uncontrolled or unauthorized expansion of the project scope due to the addition or modification of requirements without proper approval or justification. Scope creep can negatively affect the project's quality, schedule, cost, and stakeholder satisfaction. To avoid scope creep, the business analyst should define a requirements baseline, which is a set of agreed-upon and approved requirements that serves as a reference for further development and testing activities. The business analyst should also implement a change control process, which is a formal and systematic procedure for managing and documenting any changes to the requirements or scope. The change control process should include steps such as identifying, analyzing, evaluating, approving, communicating, and implementing the changes, as well as updating the requirements baseline and traceability matrix accordingly. Reference:
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

Question: 190

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

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

Answer: A

Explanation:
According to the PMI Professional in Business Analysis objectives and content, a traceability matrix is a tool that is used to track and link the requirements throughout the project life cycle. A traceability matrix can help to ensure that the product design meets the stated requirements by showing the relationships and dependencies between the requirements and the design elements, as well as the test cases and the verification results. A traceability matrix can also help to monitor the status and progress of the requirements and the design, and to identify and resolve any gaps, inconsistencies, or conflicts that may arise. A traceability matrix can also facilitate the impact analysis and change management of the requirements and the design. Reference:
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

Question: 191

A stakeholder wants to modify an existing feature. Which of the following would be used to determine the scope of the change on the product?

A. Project schedule and cost baseline
B. Requirements traceability matrix
C. Requirements attributes table
D. Sequence diagram

Answer: B

Explanation:
A requirements traceability matrix (RTM) is a tool that helps to track the relationship between the requirements and the product features. It can be used to determine the scope of a change request by identifying which requirements and test cases are affected by the modification of an existing feature. A project schedule and cost baseline are not directly related to the product features, but rather to the project management aspects. A requirements attributes table is a tool that helps to classify and prioritize the requirements, but it does not show the link between the requirements and the product features. A sequence diagram is a tool that helps to illustrate the interactions between the components of the product, but it does not show the traceability of the requirements. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide

Question: 192

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

Explanation:
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. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide

Question: 193

A firm implements SharePoint and the business analyst creates the requirements to develop a business analysis repository. In the requirements, the analyst describes a detailed workflow that includes appropriate stakeholders receiving email notifications of certain activities. The SharePoint team needs to know which activities should trigger the notification workflow.
Which workflow trigger should the business analyst incorporate?

A. Any change to the requirements matrix
B. Changes to test cases traced to requirements
C. Change through project life cycle
D. Changes to stakeholder memberships

Answer: A

Explanation:
The workflow trigger that the business analyst should incorporate is any change to the requirements matrix. This trigger would ensure that the appropriate stakeholders are notified of any updates, additions, deletions, or modifications to the requirements that affect the business analysis repository. Changes to test cases traced to requirements, change through project life cycle, and changes to stakeholder memberships are not relevant triggers for the notification workflow, as they do not directly affect the requirements matrix. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide

Question: 194

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. Meet with the customer and apologize for misunderstanding the business's need.
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. Require development resources to work overtime to modify the deliverable to satisfy the stakeholder.

Answer: B

Explanation:
The best approach to resolve this issue is to suggest re-estimating the requirement and following the change control process. This would allow the project team to assess the impact of the change request, evaluate the feasibility and cost of the modification, and obtain the approval of the stakeholders before implementing the change. A change control process is a method used to manage change requests for projects and big initiatives. It's part of a change management plan, which

defines the roles for managing change within a team or company1. Meeting with the customer and apologizing for misunderstanding the business's need is not sufficient, as it does not address the root cause of the problem or propose a solution. Providing the stakeholder with a copy of the approved requirements baseline and moving forward without

making a change is not acceptable, as it ignores the stakeholder's feedback and dissatisfaction. Requiring development resources to work overtime to modify the deliverable to satisfy the stakeholder is not advisable, as it may compromise the quality of the work, increase the project cost and risk, and demoralize the team. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline2, PMI Guide to Business Analysis3, Business Analysis for Practitioners: A Practice Guide4, What Is a Change Control Process? (with Example Change Log)

Question: 195

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

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

Answer: D

Explanation:
The first thing the business analyst should do immediately after the discussion with the project manager is to schedule time with the process owners. The process owners are the people or groups responsible for a specific business process or procedure that is affected by the project5. The business analyst needs to understand the current state of the processes, the pain points and opportunities, the requirements and expectations, and the impact of the project on the processes. By meeting with the process owners, the business analyst can establish a relationship, gather relevant information, and ensure alignment and collaboration. Putting the information into a project plan is premature, as the business analyst needs to conduct more analysis and planning before creating a project plan. Developing an issues log is not necessary, as there are no issues identified at this stage. Assessing the risks for the project is important, but it is not the immediate action, as the business analyst needs to understand the scope and objectives of the project first. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline2, PMI Guide to Business Analysis3, Business Analysis for Practitioners: A Practice Guide4, What is a Process Owner? Definition & Responsibilities

Question: 196

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: C

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. Reference: 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

Question: 197

Which of the following tools will help facilitate the decision-making process when stakeholders do not agree on the value of an initiative?

A. PEST analysis
B. B. Force-field analysis
C. Feasibility analysis
D. Gap analysis

Answer: C

Explanation:
A force-field analysis is a tool that helps to identify and analyze the factors or forces that support or oppose a change or an initiative. It can help to facilitate the decision-making process when stakeholders do not agree on the value of an initiative by showing the pros and cons of the initiative, as well as the relative strength and importance of each factor. A force-field analysis can also help to develop strategies to increase the supporting forces or decrease the opposing forces, or both, to achieve the desired outcome. A PEST analysis is a tool that helps to examine the external factors that affect an organization or an initiative, such as political, economic, social, and technological factors. It does not help to facilitate the decision-making process when stakeholders do not agree on the value of an initiative, as it does not show the internal factors or the balance of forces. A feasibility analysis is a tool that helps to evaluate the viability and suitability of a project or an initiative, as well as the

risks and benefits associated with it. It does not help to facilitate the decision-making process when stakeholders do not agree on the value of an initiative, as it does not show the supporting and opposing forces. A gap analysis is a tool that helps to compare the current state and the desired state of a process, a product, or a service, and identify the gaps or differences between them. It does not help to facilitate the decision-making process when stakeholders do not agree on the value of an initiative, as it does not show the factors or forces that influence the initiative. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide3, What is Force Field Analysis: Definition and Example

Question: 198

Which of the following is a properly written requirement statement?

A. The pot shall be lightweight and heat up quickly.
B. The pot shall be usable in the oven or on the stove.

C. The pot shall be manufactured in the following colors: yellow, red, brown, blue.
D. The pot shall prominently display the company brand.

Answer: C

Explanation:
A properly written requirement statement should be clear, concise, consistent, complete, and testable. It should specify what the product or service should do, not how it should do it. It should also avoid using ambiguous or vague words that could be interpreted differently by different stakeholders. Among the four options, only option C meets these criteria. Option C is a properly written requirement statement because it clearly and precisely defines the attribute of the pot (the colors) and the possible values for that attribute (yellow, red, brown, blue). It is also consistent with the standard terminology and format for requirement statements, and it is complete and testable, as it can be verified by inspection or measurement. Option A is not a properly written requirement statement because it uses ambiguous and vague words such as “lightweight” and “heat up quickly”. These words do not specify the exact or measurable criteria for the pot’s weight and heating time, and they could mean different things to different stakeholders. Option B is not a properly written requirement statement because it does not specify the conditions or constraints for the pot’s usability in the oven or on the stove. For example, it does not state the maximum temperature or duration that the pot can withstand, or the type of oven or stove that the pot can be used on. Option D is not a properly written requirement statement because it does not specify the requirement for the pot itself, but rather for the company brand. The company brand is not a feature or function of the pot, but rather a marketing or branding strategy. The requirement statement should focus on the pot’s characteristics and capabilities, not on the company’s image or reputation.
Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide3, How To Write Good Requirements (With Example) - TestLodge Blog

Question: 199

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

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

Answer: A

Explanation:
A fishbone diagram, also known as a cause-and-effect diagram or an Ishikawa diagram, is a tool that helps to identify and analyze the possible causes of a problem or an effect. It can help the business analyst to perform a root cause analysis in order to analyze and resolve the discrepancy identified through user acceptance testing. A fishbone diagram has a structure that resembles a fish skeleton, with a head, a spine, and several branches. The head represents the problem or the effect, the spine represents the main cause categories, and the branches represent the sub-causes or factors that contribute to the problem or the effect. By creating a fishbone diagram, the business analyst can brainstorm and organize the potential causes of the software flaw, and then investigate and verify the most likely root cause. A fishbone diagram can also help to communicate the findings and recommendations to the stakeholders and the development team. An interface analysis is a tool that helps to identify and describe the interactions and dependencies between different components or systems. It does not help to perform a root cause analysis in order to

analyze and resolve the discrepancy identified through user acceptance testing, as it does not focus on the causes and effects of the problem. A Delphi estimation is a tool that helps to obtain a consensus among a group of experts on a complex or uncertain issue. It does not help to perform a root cause analysis in order to analyze and resolve the discrepancy identified through user acceptance testing, as it does not provide a systematic and structured way to identify and analyze the causes of the problem. A functional decomposition is a tool that helps to break down a complex system or process into smaller and simpler components or functions. It does not help to perform a root cause analysis in order to analyze and resolve the discrepancy identified through user acceptance testing, as it does not show the relationships and influences between the components or functions. Reference: PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide3, Root Cause Analysis: Definition, Examples & Methods | Tableau1

Question: 200

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

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

Answer: B