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QUESTION 1

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

Answer: B

QUESTION 2

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

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

Answer: D

QUESTION 3

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

Answer: D

QUESTION 4

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 performance testing.
- C. Evaluate the solution with the sponsor(s)
- D. Conduct user acceptance testing.

Answer: D

QUESTION 5

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

		Revenue growth	Improved customer satisfaction	Reduced time-to-market	Lower maintenance cost
ID	Options	(weight 5)	(weight 3)	(weight 4)	(weight 2)
1	Purchase off-the-shelf software	2	2	2	2
2	Develop in-house software	2	3	1	2
3	Outsource the development	2	3	2	1
4	Enhance the existing system	1	1	3	3

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

Answer: C

QUESTION 6

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

Answer: A

QUESTION 7

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

Answer: A

QUESTION 8

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

Answer: C

QUESTION 9

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

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

Answer: A

QUESTION 10

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

Answer: C

QUESTION 11

Company A would like to enter into a new market. The business analyst has been assigned to a project for which nobody in Company A has any prior experience. The project manager has asked the business analyst to assist in resource planning. What should the business analyst recommend to the project manager?

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

Answer: B

QUESTION 12

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

Answer: A

QUESTION 13

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

Answer: C

QUESTION 14

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

Answer: B

QUESTION 15

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

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