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

E xpl anati on:
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

E xpl anati on:
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

E xpl anati on:
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

E xpl anati on:
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

E xpl anati on: 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,