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QUESTION 1

When do change requests generally increase in a project?

- A. Towards the beginning of the project.
- B. During the project scope management processes.
- C. During the project's launch.
- D. Towards the end of the project.

Correct Answer: D

Changes generally increase towards the end of the project. This can be due to a loosely defined scope, lack of requirements, and other reasons. Answer: B is incorrect. The scope management process happens throughout the project until

the scope is completed.

Answer: C is incorrect. Changes are easier to incorporate at the launch of the project but generally do not happen until later in the project. Answer: A is incorrect. Scope changes generally happen towards the end of the project.

QUESTION 2

Which one of the following is not an event-based elicitation technique?

- A. Focus group
- B. Interface analysis
- C. Interview
- D. Workshop

Correct Answer: B

Interface analysis is not an event-based elicitation technique. It is an elicitation technique that identifies interfaces between solutions and how the interfaces will interact. Answer: D is incorrect. A workshop is an event-based elicitation technique. Answer: A is incorrect. A focus group is an event-based elicitation technique. Answer: C is incorrect. An interview is an event-based elicitation technique.

QUESTION 3

While gathering information during a requirements workshop, a subject matter expert states that it is likely that an organizational restructure will occur in one of the business departments that will be utilizing parts of the new system. As such, the business analyst (BA) should:

- A. ask the project sponsor to confirm whether and when the restructure will occur.
- B. record a risk that requirements may change and further explore the likelihood and impact of the risk.



- C. note the constraint that the solution must be flexible to accommodate different roles after implementation.
- D. proceed as if the business unit will not be restructured and wait for the organization to confirm otherwise.

Correct Answer: C

According to the BABOK Guide, a constraint is a restriction or limitation on possible solutions¹. Among the four options, only C describes a valid constraint that limits the design and implementation of the solution. If an organizational restructure is likely to occur in one of the business departments that will use the new system, the solution must be flexible enough to accommodate different roles and responsibilities after the change. Therefore, the BA should note this constraint and communicate it to the project team and stakeholders.

QUESTION 4

A business analyst (BA) has decided to use a passive/unnoticeable job shadowing elicitation approach. What is an advantage of using this technique?

- A. Experiencing the performance of the task in a hands-on approach
- B. Obtaining the opinions of the performers without management interfering
- C. Gaining clarity in the process by asking Questions of the performer as it is being performed
- D. Identifying instances of informally performed tasks as well as any workarounds

Correct Answer: B

Passive/Unnoticeable: during the activity the observer does not interrupt the work. Any concerns are raised once the observation is over. This allows observation of a natural flow of events without intervention by the observer, as well as measurement of the time and quality of work. A variation of this method is video recording the activity and then reviewing it with the person being observed so they may provide further clarification.

QUESTION 5

You are the business analyst for an organization and you\\re managing your stakeholders through the requirements validation activities. Your stakeholders are categorized by executives, functional managers, directors, end users, and customers. Which of these stakeholders are involved in the requirements validation activities?

- A. All of the stakeholders
- B. Functional management
- C. Executives
- D. Customers

Correct Answer: A

All of the stakeholders should be involved in the validation activities. D is incorrect. All of the stakeholders should be involved in the validation activities, not just the customers.

C is incorrect. All of the stakeholders should be involved in the validation activities, not just the executives.



B is incorrect. All of the stakeholders should be involved in the validation activities, not just functional management.

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