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**Question: 158**

Steven is a Business Analyst preparing a review session of his requirements document. To have a productive requirements review, Steven must arrange for -----.

- A. his supervisors to be present at the discussion
- B. experienced reviewers who are neutral
- C. comments to be made on him as author and not the document
- D. reviewers to receive the document at the discussion only

**Answer: B**

Steven is a Business Analyst preparing a review session of his requirements document. To have a productive requirements review session, Steven must arrange for experienced reviewers who are neutral.

Key Takeaway: For a requirements document review to be productive, a Business Analyst must arrange for experienced reviewers who are neutral to examine the document ahead of a group discussion. It is important that Steven's supervisors are not present during the review session to encourage any and all comments on the document. Furthermore, it is important to instruct reviewers that the object of review and discussion is the content of the requirements document and not the author.

**Question: 159**

For which of the following should you use a formal, written communications method?

- A. Negotiating a contract
- B. Change request
- C. Status report to the CEO
- D. Requesting essential resources
- E. All of the above

**Answer: E**

All of the choices should be formally written and documented.

Key takeaway: Formal written documentation is a way of covering yourself, but also articulating the importance of a request or task. For instance, a formal request for more resources must be taken seriously by a senior manager. In organization, there are constant informal requests for more resources. “I’m overworked” or “If we only had another guy on this team” are common refrains but generally ignored. A written request says “I’m serious, this project needs more for us to get it done.”

**Question: 160**

A ----- is a document or collection of notes or diagrams that is used by the Business Analyst to organize and analyze requirements.

- A. work structure
- B. formal deliverable
- C. work product
- D. informal deliverable

**Answer: C**

A work product is a document or collection of notes or diagrams that is used by the Business Analyst to organize and analyze requirements.

Key Takeaway: Work products are all documents that are generated in the course of requirements gathering. Work products can be meeting agendas and minutes, interview questions and notes, issues logs, work plans, and status reports. Work products can be both deliverables that are given to stakeholders or non-deliverables shared by project team members.

**Question: 161**

The typical requirements document reviewer can be an IT architect, an executive sponsor, and a ----- who understand the business area from a high level and can review process hierarchies and diagrams.

- A. human resources manager
- B. financial analyst

- C. business area manager
- D. IT sponsor

**Answer: C**

The typical requirements document reviewer can be an IT architect, an executive sponsor, and a Business Area Manager who understand the business area from a high level and can review process hierarchies and diagrams.

**Key Takeaway:** A Business Area Manager is an important requirements document reviewer as he or she can understand the business area from a high level and provide expert understanding of business processes. For example, if an educational project is under review, then a Business Area Manager from the education and training department is essential at a requirements document review. The insights from such a manager are important not only to complete an accurate requirements document but to propose viable business solutions.

**Question: 162**

Quality Assurance analysts are essential members of any requirements document review because they are highly trained and experienced in detecting ----- and -----.

- A. causes; effects
- B. growth; shrinkage
- C. profits; losses
- D. inconsistencies; inaccuracies

**Answer: D**

Quality Assurance analysts are essential members of any requirements document review because they are highly trained and experienced in detecting inconsistencies and inaccuracies.

**Key Takeaway:** Quality Assurance analysts provide a critical reviewing role in any requirements document review. As they are trained and experienced in detecting inconsistencies and inaccuracies in any document, they will be instrumental in uncovering any leaps of logic, missing information, and vague descriptions of requirements. Given the uniform nature of requirements gathering, a Quality Assurance analyst is important in detecting those requirements that fall short in completion and clarity.

**Question:** 163

FedEx Kinko's hires a team of Business Analysts for a period of over a year to document IT infrastructure requirements. After the requirements review session, the lead Business Analyst delivers the following as outputs EXCEPT -----.

- A. agreed amendments and additions
- B. actions for Business Analysts
- C. identities of project stakeholders
- D. requests for clarifications from business users

**Answer:** C

FedEx Kinko's hires a team of Business Analysts for a period of over a year to document IT infrastructure requirements. After the requirements review session, the lead Business Analyst delivers the following as outputs: agreed amendments and additions, actions for Business Analysts, and requests for clarifications from business users.

Key Takeaway: The outputs from a requirements review session include several actionable items for Business Analysts and business users. Amendments and additions to the requirements are the responsibility of the Business Analysts to make. Business users, on the other hand, are asked to clarify any vague and incomplete descriptions of requirements that have been submitted.

**Question:** 164

While a Business Analyst is not usually involved in ----- a design solution, he or she is responsible for ----- the design solution to business stakeholders.

- A. implementing; communicating
- B. communicating; implementing
- C. writing; implementing
- D. implementing; outsourcing

**Answer:** A

While a Business Analyst is not usually involved in implementing a design solution, he or she is responsible for communicating the design solution to business stakeholders.

**Key Takeaway:** Business Analysts are not typically involved in implementing a design solution; this task is the responsibility of Business Area Managers and Business Area Workers. However, Business Analysts are responsible for the accurate and complete communication of design solutions to business stakeholders. As Business Analysts are the most knowledgeable in the requirements compilation, proposed solutions based on these requirements are best communicated by them.

**Question:** 165

One of the important considerations of business solutions that a Business Analyst makes is the users of the proposed solution. A Business Analyst must capture the ----- which are the processes that involve the user class.

- A. locations
- B. functions
- C. numbers
- D. tasks

**Answer:** B

One of the important considerations of business solutions that a Business Analyst makes is the users of the proposed solution. A Business Analyst must capture the functions which are the processes that involve the user class.

**Key Takeaway:** Identifying how user classes will use the proposed business solutions is the responsibility of the Business Analyst. For example, if clients are a class of users who will be instrumental in a new IT interface, the processes or functions which involve them must be clearly captured and described. In other words, the Business Analyst must clarify how the steps that the new interface will require of these clients for their business needs.

**Question:** 166

Harvard University's administrators are concerned that the liberal arts faculties are not contemporized enough. They wish to replace existing software with a client server application. Their Business Analysts must capture the -----

of their user class in order to design an interface that would best support their needs.

- A. mood
- B. number of computers available
- C. fields
- D. characteristics

**Answer: D**

Harvard University's administrators are concerned that the liberal arts faculties are not contemporized enough. They wish to replace existing software with a client server application. Their Business Analysts must capture the characteristics of their user class in order to design an interface that would best support their needs.

**Key Takeaway:** The characteristics of a business solution user class are an important determinant in how it is designed and implemented. For example, if the user class is mainly non-technical, then design solutions will be matched to their business needs. If a user class is mainly technical such as those working in a software company, then design solutions will be more technically complex.

**Question: 167**

In the solutions design stage of a project, a Business Analyst will ----- the requirements to the design.

- A. document
- B. map
- C. draw
- D. gather

**Answer: B**

In the solutions design stage of a project, a Business Analyst will map the requirements to the design.

**Key Takeaway:** When preparing solutions based on requirements, a Business Analyst will map the requirements to the proposed solution to clarify the complexity and priority of each requirement to the solution. For example, if one of the requirements is to update and automate the financial tracking system of the

company, it will be mapped to the purchase and installation of new software and prioritized at the highest level. Other requirements could be the training of staff on the software and the development of user manuals. Those will also be mapped to the solution but may be ranked lower in priority and complexity.

**Question:** 168

Catherine's team of Business Analysts is reviewing the quality of service requirements of their proposed solutions to a client. They agree that ----- will NOT affect the design solution proposed.

- A. system performance
- B. operational needs such as reliability and maintainability
- C. the cost of developing the solution
- D. legal constraints and security considerations

**Answer:** C

Catherine's team of Business Analysts is reviewing the quality of service requirements of their proposed solutions to a client. They agree that the cost of developing the solution will NOT affect the design solution proposed.

Key Takeaway: Quality of service requirements are those physical, technical, and operational requirements that affect the solution proposed by Business Analysts. System performance and operational needs such as reliability and maintainability are technical requirements that must be considered when developing a solution. Legal constraints and securing considerations also impact the solution proposed.

**Question:** 169

Business and technical requirements gathered by Business Analysts can be traced to system design features through ----- mapping tools

- A. traceability
- B. reliability
- C. maintainability
- D. validity

**Answer:** A

Business and technical requirements gathered by Business Analysts can be traced to system design features through traceability mapping tools.

**Key Takeaway:** Traceability mapping tools are an important way to trace requirements to design features that fulfill them. For example, if a requirement is to automate a system, design features that provide this automation will be traced directly to the requirement. Typically, a matrix such as a table is used to trace requirements to design features. In a complex matrix, a Business Analyst can also add prioritization to the design features that will fulfill the requirement.

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