



Sample Exam

Edition 202603



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Introduction

This is the EXIN BCS Requirements Engineering (RQE.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct, unless otherwise stated.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 60 minutes.

Good luck!

Sample exam

1 / 40

During which stage of the Requirements Engineering (RE) Framework would a Business Analyst (BA) need to uncover the tacit knowledge of stakeholders?

- A) Documentation
- B) Elicitation
- C) Management
- D) Validation

2 / 40

Of the following, which **two** are characteristics of a robust requirement?

Please remember to select 2 answers.

- A) Concise
- B) Functional
- C) Relevant
- D) Solution-focused
- E) Tacit

3 / 40

On his third day in a new job, Paul is taken aside by a colleague who informs him that it is an 'unwritten rule' that they are all expected to use the time that they are at their desks working or in meetings when booking time against projects rather than the time they spent in the office.

Which of the following **best** describes the type of knowledge that had been missed?

- A) Corporate, explicit knowledge
- B) Corporate, tacit knowledge
- C) Individual, explicit knowledge
- D) Individual, tacit knowledge

4 / 40

Which statement in relation to knowledge types is correct?

- A) Knowledge types are free from bias.
- B) Knowledge types are hierarchical.
- C) Knowledge types are learning styles.
- D) Knowledge types are tacit and corporate.

5 / 40

A Business Analyst (BA) is working with a manufacturing business and needs to elicit requirements for a new technical solution to support their current business process. The process is formally documented in the company's procedures manual, but it is well known that there is local deviation from the agreed working practices.

Which combination of requirements elicitation techniques would **best** help the BA to establish the requirements?

- A) Observations and decision tables
- B) Prototypes and interviews
- C) Scenario analysis and document analysis
- D) Storytelling and workshops

6 / 40

A Business Analyst (BA) is working on a project where requirements need to be elicited from a wide range of stakeholders, who are based in various locations around the world and commonly communicate via video conferencing tools. Although the stakeholders have similar roles and responsibilities, the way tasks are performed differs from location to location and the written working procedures are considered out of date with the current needs of the business.

Which combination of elicitation techniques would **most appropriately** meet the Analyst's needs?

- A) Document analysis and interviews
- B) Interviews and observation
- C) Scenario analysis and interviews
- D) Scenario analysis and in-person observation

7 / 40

Which of the following statements regarding the interview elicitation technique is true?

- A) It is good practice to issue an agenda prior to an interview.
- B) It is not necessary to take notes or record an interview.
- C) Project documentation should not include interview notes.
- D) Questions asked in an interview should be the same for each interviewee.

8 / 40

A Business Analyst (BA) is considering the elicitation techniques to use with a key stakeholder. This will be the first interaction with the stakeholder, and they are keen to start building a professional relationship and understand their viewpoint.

Which of the following techniques is **least** likely to meet this criteria?

- A) Document analysis
- B) Interviews
- C) Scenario analysis
- D) Workshops

9 / 40

Which of the following techniques is **most** suitable when stakeholders are struggling to express what they want from a new system and cannot envisage the future solution?

- A) Observation
- B) Prototyping
- C) Scenario analysis
- D) Workshops

10 / 40

Which of the following elicitation techniques would be the **least** useful in trying to understand the requirements for a new system that does not currently exist in the business?

- A) Observation
- B) Prototyping
- C) Scenario analysis
- D) Workshops

11 / 40

During a requirements interview, the Finance Director at a company has stated the following requirement:

The financial reporting system shall produce a full set of reports by 13:00 (GMT) on the last working day of the month.

Which **two** requirements catalog attributes can the Business Analyst (BA) record from this information?

Please remember to select 2 answers.

- A) Business area
- B) Priority
- C) Rationale
- D) Source

12 / 40

A project, which was initiated several months ago, has been impacted by the following changes:

1. Due to benefit from the change, the business unit has been merged with another department.
2. A downturn in the market has meant that the budget allocated to the project has been significantly reduced.

Which **three** of the following attributes in a requirements catalog entry would need to be reviewed to reflect these changes?

Please remember to select 3 answers.

- A) Owner
- B) Priority
- C) Resolution
- D) Version history

13 / 40

Which of the following would **not** be considered a direct benefit of thorough documentation?

- A) Creates a basis for validation
- B) Enables consistency in communication across project teams
- C) Ensures alignment with business objectives
- D) Provides a basis for further development

14 / 40

A Business Analyst (BA) has recorded requirements concerned with archiving, data retention and usability.

In which category of requirement do these requirements belong?

- A) Functional
- B) General
- C) Non-functional
- D) Technical

15 / 40

A junior Business Analyst (BA) has been asked to categorize requirements in a requirements catalog. Eager not to make an error, they are seeking clarification about what kind of requirements can be classified as non-functional requirements.

Which of the following requirements would **not** be included in the non-functional category?

- A) Ones which define how quickly transactions should be processed
- B) Ones which define logos and colors for input screens
- C) Those concerned with how simple it is for users to access
- D) Those specifying the timing and nature of user support

16 / 40

A Business Analyst (BA) has held a number of initial discussions with stakeholders about a new accounting system at their company. The conversations were as follows:

Sales Manager: "The accounting system needs to give me and my team our monthly spend profiles."

CEO: "The accounting system must satisfy our auditors."

Finance Director: "The accounting system needs to be able to accommodate concurrent access by my whole team without any detriment in performance."

Accountant: "The system needs to be intuitive and easy to use."

IT Manager: "The system needs to run on our existing infrastructure."

The BA is pulling the output of these discussions together, to create an initial draft of the requirements catalog for further analysis.

What information should be included in the catalog?

- A) All requirements, together with the name of the person who raised the requirement and any supporting comment
- B) All requirements, without names, to ensure that there is no personal influence on the weighting of requirements
- C) Only the requirements directly related to the end users of the accounting system
- D) Only the requirements identified as M and S in a prioritization system based on MoSCoW

17 / 40

A requirements catalog contains key characteristics to describe the requirements, so that it can be deemed complete.

In which case would the Business Analyst (BA) **not** need to complete all the characteristics?

- A) The requirement is outside the scope of the project.
- B) The requirement is owned by the Business Owner and therefore is not subject to wider stakeholder review.
- C) The requirement relates to a legal constraint that is widely understood by all stakeholders.
- D) The stakeholders cannot agree on the priority.

18 / 40

A holiday villa rental company has grown over the past ten years and is now planning to expand. Part of this expansion includes a new system for managing bookings, properties and payments. The account manager will need to pay property owners and perform credit checks. The booking manager will need to list properties and advertise availability. The property manager will need to perform inventory checks and collect deposits in conjunction with the accounts clerk.

How many actors and use cases will be in a use case diagram of this scenario?

- A) 3 x actors and 5 x use cases
- B) 3 x actors and 6 x use cases
- C) 4 x actors and 3 x use cases
- D) 4 x actors and 6 x use cases

19 / 40

A company has set up an Agile project to provide a new, professional printing service to businesses looking for company, signage, banners, posters and leaflets. The initial business offering includes graphic design work and high-speed commercial presses including large format printing. A Business Analyst (BA) is capturing the requirements through user stories.

Which of the following is the **most** appropriate format and level for a user story?

- A) As a customer, I need to be able to sample the services before I commit to buying them.
- B) As a customer, I need to be able to set a competitive price that also produces an acceptable profit margin to investors.
- C) As a customer, I want to be able to have superior level printed product which is currently created on in-house company printers.
- D) As a customer, I want to be able to monitor the services I am using so I know how much I will need to pay.

20 / 40

David is a Business Analyst (BA) employed by an organization who favor an Agile approach. As part of developing a new internal solution for managing payroll (which will also be used to manage pay-linked benefits in the future), David has elicited a range of requirements from key stakeholders.

Considering all of this information, what is the **best** documentation style for David to use and why?

- A) David should build a requirements catalog, as this aligns with the approach of the business.
- B) David should build a requirements catalog, as this allows the requirements to be fully explored and the full needs of the business to be established and compliments the approach.
- C) David should create a product backlog of user stories as this allows him to prioritize the requirements and ensure each one is thoroughly documented.
- D) David should create a product backlog of user stories as this allows prioritization of the requirements to be developed over time, and aligns with the Agile approach.

21 / 40

Delia is analyzing a requirement which has been elicited from a Training Manager, relating to the build of an accessible, online assessment platform for candidates to sit exams remotely.

The requirement is: "The system shall be able to adapt to any individual's additional learning needs."

During a quality check, which **two** of these issues would be raised?

Please remember to select 2 answers.

- A) Ambiguity
- B) Incorrectness
- C) Irrelevance
- D) Lack of clarity
- E) Technical feasibility

22 / 40

Siobhan is analyzing the quality of requirements which have been elicited from a Team Leader relating to the development of a call management tool, to be used in both inbound and outbound call centers. The requirement reads:

"The system shall only auto-dial outbound calls for experienced call handlers."

Which of the following **best** describes the problem with this requirement?

- A) Feasible
- B) Too expensive
- C) Unclear
- D) Untestable

23 / 40

A Business Analyst (BA) is reviewing requirements elicited for a network telephone system. They are looking at the following requirement provided by the Sales Manager to see if it is fit for purpose:

"The system shall route calls to an individual unless they are busy on another call - in which case it should be routed to the regional or national sales team, or the Department Manager if it is a weekend or a bank holiday."

During requirements analysis, requirements are checked for:

- a) Ambiguity
- b) Relevance
- c) Clarity
- d) Traceability

Which of these checks would this requirement fail?

- A) a and c only
- B) b only
- C) b, c and d only
- D) d only

24 / 40

The following is a requirements list for a project to provide a new order processing system for an international clothing retailer:

1. The system must allow the customer to make and amend an order.
2. The system must be able to support 200 concurrent users.
3. The system should be implemented on the current hardware platform.
4. The system should allow the user to cancel an order.

Which of the following pairs of issues can be identified in the requirements list?

- A) Conflicting requirements and multiple requirements
- B) Inconsistency and multiple requirements
- C) Potentially infeasible requirements and multiple requirements
- D) Potentially infeasible requirements and predefined solutions

25 / 40

In an Agile environment, a Business Analyst (BA) has elicited a range of requirements with varying levels of importance.

In order to allow work to commence, what is the **most** suitable way to slice these requirements?

- A) All requirements should be elaborated and developed from the first iteration.
- B) All requirements should be elaborated and then prioritized.
- C) High-priority requirements should be identified and analyzed first, with the rest being elaborated over time.
- D) High-priority requirements should be identified and distributed throughout the planned iterations.

26 / 40

Rico has elicited requirements via a series of requirements workshops and is really pleased with their quality. He has documented them using the company's standard format and filled in all of the fields for every requirement. He now feels that they are ready for validation.

What are **two** reasons for Rico to perform analysis of the requirements before facilitating validation?

Please remember to select 2 answers.

- A) Because Rico did not use a range of different elicitation techniques
- B) Because Rico did not use the MoSCoW scale for prioritization
- C) Because the requirements may have changed since the workshops took place
- D) Because there may be conflicts between some requirements
- E) Because there may be overlapping requirements

27 / 40

A change request has been raised because a stakeholder has realized that a requirement was missing from the set. It is included as a feature on the use case diagram, but not in the text-based requirements and has been missed in the build. The missing feature will be costly and time consuming to add.

At what stage in the Requirements Engineering (RE) Framework should this omission first have been noticed?

- A) Analysis
- B) Management
- C) Planning
- D) Validation

28 / 40

Joe is a Business Analyst (BA), who has created a model to visualize the international purchasing process for a pharmaceutical supply business. Through his analysis, Joe believes there may be some key details and legal obligations missing from the requirements.

How will modeling the requirements improve Joe's analysis?

- A) Joe is unlikely to experience any benefits.
- B) Joe will be able to better his understanding of the business culture.
- C) Joe will be able to better his understanding of the business rules.
- D) Joe will be able to identify any illegal activity.

29 / 40

Rachel is working with business stakeholders, to develop use case models relating to a solution they require.

Which of the following statements **best** describes the purpose of this technique?

- A) Visually displays the features which stakeholders require from the solution
- B) Visually displays the full capacity of the solution
- C) Visually displays the output of the solution
- D) Visually displays the structure and roles of stakeholders involved in the solution's development

30 / 40

Scott is a Business Analyst (BA) who is modeling functional requirements of a solution, to share with business stakeholders using a UML activity diagram.

Which of the following statements **best** describes the purpose of modeling in this scenario?

- A) To confirm that requirements are in scope
- B) To help stakeholders to explore the data requirements of the system
- C) To minimize the time spent elaborating requirements
- D) To provide a visual representation of how the functional requirements relate to the future process

31 / 40

A Business Analyst (BA) is producing a set of requirements for a sales tracking system. She is in the process of establishing when stakeholders will be involved.

Which **two** of the statements below are true and will therefore help the analyst establish stakeholder involvement?

Please remember to select 2 answers.

- A) The BA will approve the requirements during validation.
- B) The Developers will check business feasibility.
- C) The Product Owner will manage the product backlog.
- D) The Subject Matter Experts (SMEs) will be responsible for giving business advice.

32 / 40

A magazine company is carrying out a business change to enhance its website to allow online ordering for subscriptions. One of the actors involved in the business change has the following responsibilities:

- To resolve a conflict in user stories between the editor and the subscriptions manager
- To identify backlog items to be included in the next iteration
- To decide who can access the product backlog
- To ensure that priorities meet business needs

Which actor is described?

- A) Business Analyst (BA)
- B) Business Sponsor
- C) Product Owner
- D) Project Manager

33 / 40

What are **two** reasons for a Project Sponsor be involved in the validation of a requirements document?

Please remember to select 2 answers.

- A) To ensure that deliverables are able to be accepted at the end of the project
- B) To ensure that requirements align with business objectives
- C) To ensure that requirements comply with documentation standards
- D) To ensure that the requirements are technically feasible
- E) To ensure that they understand the detail of each requirement

34 / 40

In an organization which uses an Agile approach, which of the following approaches to requirements validation would be considered **most** suitable?

- A) Requirements are fully elaborated at the outset and reviewed during each iteration.
- B) Requirements outlines should be established and elaborated throughout the first iteration.
- C) Requirements outlines should be established, with a selected subset of the requirements being elaborated in each iteration.
- D) Requirements outlines should be fully established and reviewed at the end of the first iteration to define next steps.

35 / 40

A Business Analyst (BA) has been informed that the Developers on the project have not been using the current requirements set and have therefore implemented features which were recently deprioritized.

Which element of requirements management appears to be failing?

- A) Change control
- B) Configuration management
- C) Requirements identification
- D) Requirements origin and ownership

36 / 40

Due to changes in legislation, Pamela is required to make changes to a documented requirement. This requirement has been baselined and therefore, a formal change process must be requested.

What is the order of stages of the change process which Pamela must undertake?

- A) 1. Analyze change; 2. Consult stakeholders; 3. Document change; 4. Decide on the change
- B) 1. Analyze change; 2. Document change; 3. Decide on the change; 4. Consult stakeholders
- C) 1. Consult stakeholders; 2. Document change; 3. Analyze change; 4. Decide on the change
- D) 1. Document change; 2. Analyze change; 3. Consult stakeholders; 4. Decide on the change

37 / 40

A Business Analyst (BA) is working within the requirements elicitation stage of the Requirements Engineering (RE) Framework. They have received a phone call from one of the key stakeholders, who has indicated that there are a number of new requirements that were not mentioned when they met last week to review progress on the project. The new requirements are within the scope of the project.

How should the BA respond?

- A) Ask the stakeholder to complete a change request form
- B) Ask the stakeholder to defer the new requirements to a later project stage
- C) Set up a meeting with the Project Manager to discuss the impact of the new requirements
- D) Set up an interview with the stakeholder to elicit the new requirements

38 / 40

An automated software tool is being used to manage requirements, including any changes to them.

If the requirements are to be placed under configuration control, which of the following will be essential?

- A) Documentation outlining ownership of individual requirements
- B) Open access to allow for regular revisions
- C) Secure storage and access
- D) Slicing of requirements

39 / 40

Which **two** of the following statements, made about change and version control for a linear project, are true?

Please remember to select 2 answers.

- A) A new version number should be allocated to each individual requirement on a requirements list.
- B) All baselined requirements should have a unique identifier and a version number.
- C) Formal change control is essential after the requirements have been approved and baselined.
- D) The requirement identifier should not be the same as the version number.

40 / 40

During requirement analysis and documentation, Helen is trying to ensure that each of her solution requirements will be traceable both vertically and horizontally once they have been signed off.

What combination of attributes of the requirement will she need to document?

- A) Alignment of business objective and cross-reference business requirements
- B) ID and source
- C) Source and alignment to business objective
- D) Source and status

Answer key

1 / 40

During which stage of the Requirements Engineering (RE) Framework would a Business Analyst (BA) need to uncover the tacit knowledge of stakeholders?

- A) Documentation
- B) Elicitation
- C) Management
- D) Validation

- A) Incorrect.
- B) Correct. Elicitation is when the BA endeavors to uncover knowledge and information that will support the creation of requirements.
- C) Incorrect.
- D) Incorrect.

2 / 40

Of the following, which **two** are characteristics of a robust requirement?

Please remember to select 2 answers.

- A) Concise
- B) Functional
- C) Relevant
- D) Solution-focused
- E) Tacit

- A) Correct. Concise and relevant are the only two characteristics that relate to the quality of a requirement. Tacit is a knowledge type, solution-focused is the opposite of what we endeavor our requirements to be, and functional is a type of requirement.
- B) Incorrect.
- C) Correct. Concise and relevant are the only two characteristics that relate to the quality of a requirement. Tacit is a knowledge type, solution-focused is the opposite of what we endeavor our requirements to be, and functional is a type of requirement.
- D) Incorrect.
- E) Incorrect.

3 / 40

On his third day in a new job, Paul is taken aside by a colleague who informs him that it is an 'unwritten rule' that they are all expected to use the time that they are at their desks working or in meetings when booking time against projects rather than the time they spent in the office.

Which of the following **best** describes the type of knowledge that had been missed?

- A) Corporate, explicit knowledge
 - B) Corporate, tacit knowledge
 - C) Individual, explicit knowledge
 - D) Individual, tacit knowledge
-
- A) Incorrect.
 - B) Correct. Tacit knowledge is the information our stakeholders know but is generally not formalized in writing.
 - C) Incorrect.
 - D) Incorrect.

4 / 40

Which statement in relation to knowledge types is correct?

- A) Knowledge types are free from bias.
 - B) Knowledge types are hierarchical.
 - C) Knowledge types are learning styles.
 - D) Knowledge types are tacit and corporate.
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. Stakeholders can hold knowledge that they readily articulate (explicit) or that is not easily articulated and needs to be explored through observation, recounting or enacting.

5 / 40

A Business Analyst (BA) is working with a manufacturing business and needs to elicit requirements for a new technical solution to support their current business process. The process is formally documented in the company's procedures manual, but it is well known that there is local deviation from the agreed working practices.

Which combination of requirements elicitation techniques would **best** help the BA to establish the requirements?

- A) Observations and decision tables
- B) Prototypes and interviews
- C) Scenario analysis and document analysis
- D) Storytelling and workshops

- A) Incorrect.
- B) Incorrect.
- C) Correct. The BA would apply document analysis to understand the documented processes. To explore the deviations to the agreed process, scenario analysis should be employed.
- D) Incorrect.

6 / 40

A Business Analyst (BA) is working on a project where requirements need to be elicited from a wide range of stakeholders, who are based in various locations around the world and commonly communicate via video conferencing tools. Although the stakeholders have similar roles and responsibilities, the way tasks are performed differs from location to location and the written working procedures are considered out of date with the current needs of the business.

Which combination of elicitation techniques would **most appropriately** meet the Analyst's needs?

- A) Document analysis and interviews
- B) Interviews and observation
- C) Scenario analysis and interviews
- D) Scenario analysis and in-person observation

- A) Incorrect.
- B) Incorrect.
- C) Correct. Since the stakeholders are located across the world, observations will not be possible. Document analysis of the out-of-date working procedures would not be useful to the BA. Interviews should be conducted using video conferencing, and scenario analysis should form part of that structured conversation.
- D) Incorrect.

7 / 40

Which of the following statements regarding the interview elicitation technique is true?

- A) It is good practice to issue an agenda prior to an interview.
 - B) It is not necessary to take notes or record an interview.
 - C) Project documentation should not include interview notes.
 - D) Questions asked in an interview should be the same for each interviewee.
- A) Correct. Interviews are carried out in an organized manner with the agenda being shared before the meeting. This demonstrates to the interviewee the professional approach being taken and supports the establishment of mutual respect and rapport.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

8 / 40

A Business Analyst (BA) is considering the elicitation techniques to use with a key stakeholder. This will be the first interaction with the stakeholder, and they are keen to start building a professional relationship and understand their viewpoint.

Which of the following techniques is **least** likely to meet this criteria?

- A) Document analysis
 - B) Interviews
 - C) Scenario analysis
 - D) Workshops
- A) Correct. Interviews would be the best approach since they give the BA a chance to meet one-to-one with the stakeholder and build confidence in their ability. Workshops and scenario analysis could also be used to start getting to understand the needs of the stakeholder. However, document analysis would not provide the interaction with the stakeholder the BA is trying to create.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

9 / 40

Which of the following techniques is **most** suitable when stakeholders are struggling to express what they want from a new system and cannot envisage the future solution?

- A) Observation
 - B) Prototyping
 - C) Scenario analysis
 - D) Workshops
- A) Incorrect.
- B) Correct. Using high or low fidelity prototypes during elicitation, gives stakeholders the opportunity to create simulations of the future system. This helps them articulate the features or functions or system behaviors they would need the system to provide. Prototypes can be developed in a workshop, but the workshop itself is not the elicitation technique. Observation would not help to envisage future systems, especially if the solution is completely new to the organization and deviates from current working practices. Scenarios may help to explore the scope of the new system but not visualize the potential new solution.
- C) Incorrect.
- D) Incorrect.

10 / 40

Which of the following elicitation techniques would be the **least** useful in trying to understand the requirements for a new system that does not currently exist in the business?

- A) Observation
 - B) Prototyping
 - C) Scenario analysis
 - D) Workshops
- A) Correct. When observing, the Business Analyst (BA) would see what is done today, but it may provide little insight into how new systems may work in the future. Prototypes and scenario analysis, especially when used in workshops, help stakeholders to articulate and agree what future systems may need to do for them.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

11 / 40

During a requirements interview, the Finance Director at a company has stated the following requirement:

The financial reporting system shall produce a full set of reports by 13:00 (GMT) on the last working day of the month.

Which **two** requirements catalog attributes can the Business Analyst (BA) record from this information?

Please remember to select 2 answers.

- A) Business area
- B) Priority
- C) Rationale
- D) Source

- A) Correct. The statement confirms who the requirement has come from (source): the Finance Director. It also states that the report is created by the finance reporting system, indicating that the business area is the finance department. There is no information that justifies why the report is necessary (rationale) and no suggestion of importance of the report (priority).
- B) Incorrect.
- C) Incorrect.
- D) Correct. The statement confirms who the requirement has come from (source): the Finance Director. It also states that the report is created by the finance reporting system, indicating that the business area is the finance department. There is no information that justifies why the report is necessary (rationale) and no suggestion of importance of the report (priority).

12 / 40

A project, which was initiated several months ago, has been impacted by the following changes:

1. Due to benefit from the change, the business unit has been merged with another department.
2. A downturn in the market has meant that the budget allocated to the project has been significantly reduced.

Which **three** of the following attributes in a requirements catalog entry would need to be reviewed to reflect these changes?

Please remember to select 3 answers.

- A) Owner
- B) Priority
- C) Resolution
- D) Version history

- A) Correct. Business unit being merged suggests possible change to ownership of the requirements. Downturn in market and budget reallocation suggests a change to business priorities which could impact the priority of the requirement. When any part of the requirement is altered, the version will need to be updated. There is nothing in the statement that would suggest that the outcome of the requirement (resolution) has changed.
- B) Correct. Business unit being merged suggests possible change to ownership of the requirements. Downturn in market and budget reallocation suggests a change to business priorities which could impact the priority of the requirement. When any part of the requirement is altered, the version will need to be updated. There is nothing in the statement that would suggest that the outcome of the requirement (resolution) has changed.
- C) Incorrect.
- D) Correct. Business unit being merged suggests possible change to ownership of the requirements. Downturn in market and budget reallocation suggests a change to business priorities which could impact the priority of the requirement. When any part of the requirement is altered, the version will need to be updated. There is nothing in the statement that would suggest that the outcome of the requirement (resolution) has changed.

13 / 40

Which of the following would **not** be considered a direct benefit of thorough documentation?

- A) Creates a basis for validation
 - B) Enables consistency in communication across project teams
 - C) Ensures alignment with business objectives
 - D) Provides a basis for further development
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. Documenting requirements does not ensure that they align with business objectives. The establishment of vertical traceability is the activity that ensures that the requirements align with the business objectives.
 - D) Incorrect.

14 / 40

A Business Analyst (BA) has recorded requirements concerned with archiving, data retention and usability.

In which category of requirement do these requirements belong?

- A) Functional
- B) General
- C) Non-functional
- D) Technical

- A) Incorrect.
- B) Incorrect.
- C) Correct. Functional requirements relate to the features and functions within the solution. General requirements have a broad scope focused on business policies, standards and compliance areas that apply to the whole solution. Technical requirements have a broad scope that focuses on technical polices and constraints that apply to the technical infrastructure. Non-functional requirements focus on the performance or service needed within the solution. This includes, but is not limited to, availability, security, accessibility, archiving, data retention and usability.
- D) Incorrect.

15 / 40

A junior Business Analyst (BA) has been asked to categorize requirements in a requirements catalog. Eager not to make an error, they are seeking clarification about what kind of requirements can be classified as non-functional requirements.

Which of the following requirements would **not** be included in the non-functional category?

- A) Ones which define how quickly transactions should be processed
 - B) Ones which define logos and colors for input screens
 - C) Those concerned with how simple it is for users to access
 - D) Those specifying the timing and nature of user support
- A) Incorrect.
 - B) Correct. Non-functional requirements focus on the performance or service needed within the solution. This includes, but is not limited to, availability, security, accessibility, archiving, data retention and usability. Branding, logos and color style guides would all form general requirements that apply to the whole solution and are driven by business policies, standards or compliance.
 - C) Incorrect.
 - D) Incorrect.

16 / 40

A Business Analyst (BA) has held a number of initial discussions with stakeholders about a new accounting system at their company. The conversations were as follows:

Sales Manager: "The accounting system needs to give me and my team our monthly spend profiles."

CEO: "The accounting system must satisfy our auditors."

Finance Director: "The accounting system needs to be able to accommodate concurrent access by my whole team without any detriment in performance."

Accountant: "The system needs to be intuitive and easy to use."

IT Manager: "The system needs to run on our existing infrastructure."

The BA is pulling the output of these discussions together, to create an initial draft of the requirements catalog for further analysis.

What information should be included in the catalog?

- A) All requirements, together with the name of the person who raised the requirement and any supporting comment
 - B) All requirements, without names, to ensure that there is no personal influence on the weighting of requirements
 - C) Only the requirements directly related to the end users of the accounting system
 - D) Only the requirements identified as M and S in a prioritization system based on MoSCoW
-
- A) Correct. The requirement catalog can be used to document the output from multiple elicitation discussions together in a single document, so it can be refined and analyzed. Until the analysis is done, all information elicited would be documented.
 - B) Incorrect.
 - C) Incorrect.
 - D) Incorrect.

17 / 40

A requirements catalog contains key characteristics to describe the requirements, so that it can be deemed complete.

In which case would the Business Analyst (BA) **not** need to complete all the characteristics?

- A) The requirement is outside the scope of the project.
- B) The requirement is owned by the Business Owner and therefore is not subject to wider stakeholder review.
- C) The requirement relates to a legal constraint that is widely understood by all stakeholders.
- D) The stakeholders cannot agree on the priority.

- A) Correct. If it is established that the requirement is not within the agreed scope of the project, the BA would not invest any further time ensuring all the details are captured, and the requirement is prioritized. Irrespective of whether the requirement is well understood by stakeholders or the owner, all key characteristics will be captured so they can be analyzed and validated. If the stakeholder cannot agree on the characteristics of the requirement, such as the priority, further analysis will be required, to support them to make a decision.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

18 / 40

A holiday villa rental company has grown over the past ten years and is now planning to expand. Part of this expansion includes a new system for managing bookings, properties and payments. The account manager will need to pay property owners and perform credit checks. The booking manager will need to list properties and advertise availability. The property manager will need to perform inventory checks and collect deposits in conjunction with the accounts clerk.

How many actors and use cases will be in a use case diagram of this scenario?

- A) 3 x actors and 5 x use cases
 - B) 3 x actors and 6 x use cases
 - C) 4 x actors and 3 x use cases
 - D) 4 x actors and 6 x use cases
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. Actors: account manager, booking manager, property manager, accounts clerk
Use cases: pay property managers, perform credit checks, list properties, advertise availability, perform inventory checks, collect deposits.

19 / 40

A company has set up an Agile project to provide a new, professional printing service to businesses looking for company, signage, banners, posters and leaflets. The initial business offering includes graphic design work and high-speed commercial presses including large format printing. A Business Analyst (BA) is capturing the requirements through user stories.

Which of the following is the **most** appropriate format and level for a user story?

- A) As a customer, I need to be able to sample the services before I commit to buying them.
- B) As a customer, I need to be able to set a competitive price that also produces an acceptable profit margin to investors.
- C) As a customer, I want to be able to have superior level printed product which is currently created on in-house company printers.
- D) As a customer, I want to be able to monitor the services I am using so I know how much I will need to pay.

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. D is the only statement that alludes to all three elements of a user story who (as a), what (I want) and why (so I). Most appropriate, rather than correct, because "so I", should really be "so that".

20 / 40

David is a Business Analyst (BA) employed by an organization who favor an Agile approach. As part of developing a new internal solution for managing payroll (which will also be used to manage pay-linked benefits in the future), David has elicited a range of requirements from key stakeholders.

Considering all of this information, what is the **best** documentation style for David to use and why?

- A) David should build a requirements catalog, as this aligns with the approach of the business.
- B) David should build a requirements catalog, as this allows the requirements to be fully explored and the full needs of the business to be established and compliments the approach.
- C) David should create a product backlog of user stories as this allows him to prioritize the requirements and ensure each one is thoroughly documented.
- D) David should create a product backlog of user stories as this allows prioritization of the requirements to be developed over time, and aligns with the Agile approach.

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. Requirements catalogs are usually associated with linear projects, where requirements need to be fully specified before design and development activities can begin. As the project is said to be Agile, a backlog of prioritized user stories would be a more suitable documentation style approach. The term "thoroughly documented" is not generally associated to user stories, as in the Agile approach the requirement is further elaborated as part of the confirmation of the requirement during each iteration.

21 / 40

Delia is analyzing a requirement which has been elicited from a Training Manager, relating to the build of an accessible, online assessment platform for candidates to sit exams remotely.

The requirement is: "The system shall be able to adapt to any individual's additional learning needs."

During a quality check, which **two** of these issues would be raised?

Please remember to select 2 answers.

- A) Ambiguity
- B) Incorrectness
- C) Irrelevance
- D) Lack of clarity
- E) Technical feasibility

- A) Correct. The requirement lacks clarity and is ambiguous for instance, what does "adapt" mean? Who does "any individual" apply to? And what "additional needs" need to be catered for? We cannot say if the statement is irrelevant without understanding the scope and alignment to the objectives/benefits. We cannot assess technical feasibility without additional information about the solution's capabilities.
- B) Incorrect.
- C) Incorrect.
- D) Correct. The requirement lacks clarity and is ambiguous for instance, what does "adapt" mean? Who does "any individual" apply to? And what "additional needs" need to be catered for? We cannot say if the statement is irrelevant without understanding the scope and alignment to the objectives/benefits. We cannot assess technical feasibility without additional information about the solution's capabilities.
- E) Incorrect.

22 / 40

Siobhan is analyzing the quality of requirements which have been elicited from a Team Leader relating to the development of a call management tool, to be used in both inbound and outbound call centers. The requirement reads:

"The system shall only auto-dial outbound calls for experienced call handlers."

Which of the following **best** describes the problem with this requirement?

- A) Feasible
- B) Too expensive
- C) Unclear
- D) Untestable

- A) Incorrect.
- B) Incorrect.
- C) Correct. The requirement is too vague to understand the business need. For instance, when would the solution need to auto dial? How would the solution know who is an experienced handler? The requirement is singular and once the clarification is provided it could be tested. Although we do not know for sure, we can safely assume standard functions of a call management tool for use in an outbound call center would include an auto-dialing feature.
- D) Incorrect.

23 / 40

A Business Analyst (BA) is reviewing requirements elicited for a network telephone system. They are looking at the following requirement provided by the Sales Manager to see if it is fit for purpose:

"The system shall route calls to an individual unless they are busy on another call - in which case it should be routed to the regional or national sales team, or the Department Manager if it is a weekend or a bank holiday."

During requirements analysis, requirements are checked for:

- a) Ambiguity
- b) Relevance
- c) Clarity
- d) Traceability

Which of these checks would this requirement fail?

- A) a and c only
 - B) b only
 - C) b, c and d only
 - D) d only
- A) Correct. The requirement is ambiguous and unclear. For instance, what are the rules for deciding where the call should be routed? From the information provided, we cannot establish if the requirement is in scope or aligned to the business objective/benefits (relevance). So it would fail a relevance check too, but b, c and d are not presented as possible correct answers. From the information provided, we know the requirement source (supports horizontal traceability).
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

24 / 40

The following is a requirements list for a project to provide a new order processing system for an international clothing retailer:

1. The system must allow the customer to make and amend an order.
2. The system must be able to support 200 concurrent users.
3. The system should be implemented on the current hardware platform.
4. The system should allow the user to cancel an order.

Which of the following pairs of issues can be identified in the requirements list?

- A) Conflicting requirements and multiple requirements
 - B) Inconsistency and multiple requirements
 - C) Potentially infeasible requirements and multiple requirements
 - D) Potentially infeasible requirements and predefined solutions
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. None of the requirements have predefined solutions included in the statement of need. There are no conflicting requirements in the list. The requirements are written in a consistent style. However, there is a requirement that contains two requirements (requirement 1) and without further analysis we cannot say they are all feasible.
 - D) Incorrect.

25 / 40

In an Agile environment, a Business Analyst (BA) has elicited a range of requirements with varying levels of importance.

In order to allow work to commence, what is the **most** suitable way to slice these requirements?

- A) All requirements should be elaborated and developed from the first iteration.
 - B) All requirements should be elaborated and then prioritized.
 - C) High-priority requirements should be identified and analyzed first, with the rest being elaborated over time.
 - D) High-priority requirements should be identified and distributed throughout the planned iterations.
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. In an Agile environment, elaboration of the requirements takes place in a collaborative, iterative manner, during the development lifecycle, so they do not have to be fully elaborated before the project work begins. Requirements that are deemed to have a high business priority are analyzed first. Spreading high-priority requirements equally or elaborating all the requirements before we prioritize them would conflict with the principles of Agile. If we planned to elaborate and develop the requirements in the first iteration, we could negate the need for Agile iterations.
 - D) Incorrect.

26 / 40

Rico has elicited requirements via a series of requirements workshops and is really pleased with their quality. He has documented them using the company's standard format and filled in all of the fields for every requirement. He now feels that they are ready for validation.

What are **two** reasons for Rico to perform analysis of the requirements before facilitating validation?

Please remember to select 2 answers.

- A) Because Rico did not use a range of different elicitation techniques
 - B) Because Rico did not use the MoSCoW scale for prioritization
 - C) Because the requirements may have changed since the workshops took place
 - D) Because there may be conflicts between some requirements
 - E) Because there may be overlapping requirements
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. Whilst each requirement may be of good quality, Rico needs to consider the requirements as a set during his analysis. Do any requirements overlap? Do any of the requirements conflict?
 - E) Correct. Whilst each requirement may be of good quality, Rico needs to consider the requirements as a set during his analysis. Do any requirements overlap? Do any of the requirements conflict?

27 / 40

A change request has been raised because a stakeholder has realized that a requirement was missing from the set. It is included as a feature on the use case diagram, but not in the text-based requirements and has been missed in the build. The missing feature will be costly and time consuming to add.

At what stage in the Requirements Engineering (RE) Framework should this omission first have been noticed?

- A) Analysis
 - B) Management
 - C) Planning
 - D) Validation
-
- A) Correct. During requirements analysis the Business Analyst (BA) will use models to help check for omissions, contradictions or completeness in the requirements.
 - B) Incorrect.
 - C) Incorrect.
 - D) Incorrect.

28 / 40

Joe is a Business Analyst (BA), who has created a model to visualize the international purchasing process for a pharmaceutical supply business. Through his analysis, Joe believes there may be some key details and legal obligations missing from the requirements.

How will modeling the requirements improve Joe's analysis?

- A) Joe is unlikely to experience any benefits.
 - B) Joe will be able to better his understanding of the business culture.
 - C) Joe will be able to better his understanding of the business rules.
 - D) Joe will be able to identify any illegal activity.
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. Functional, data and business process models support the BA to analyze business rules.
 - D) Incorrect.

29 / 40

Rachel is working with business stakeholders, to develop use case models relating to a solution they require.

Which of the following statements **best** describes the purpose of this technique?

- A) Visually displays the features which stakeholders require from the solution
 - B) Visually displays the full capacity of the solution
 - C) Visually displays the output of the solution
 - D) Visually displays the structure and roles of stakeholders involved in the solution's development
-
- A) Correct. Use case diagrams display the functions or features of the system, the actors who interact with the features and the specific associations between actors and functions. A use case is not designed to demonstrate capacity of the system, output of the solution or illustrate who is involved with the solution's development.
 - B) Incorrect.
 - C) Incorrect.
 - D) Incorrect.

30 / 40

Scott is a Business Analyst (BA) who is modeling functional requirements of a solution, to share with business stakeholders using a UML activity diagram.

Which of the following statements **best** describes the purpose of modeling in this scenario?

- A) To confirm that requirements are in scope
 - B) To help stakeholders to explore the data requirements of the system
 - C) To minimize the time spent elaborating requirements
 - D) To provide a visual representation of how the functional requirements relate to the future process
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. To confirm requirements are in scope, the BA would refer to the Project Initiation Document (PID) or business case. Creating models to support the understanding of requirements takes more time, rather than less. Data models would be a better fit to illustrate how data is used or needed by the system. Since an activity model illustrates the process, the BA may choose to create one to demonstrate how the functions of the system are used by the stakeholders during the process, thus not requiring them to hold technical knowledge of the solution to understand how it will be used.

31 / 40

A Business Analyst (BA) is producing a set of requirements for a sales tracking system. She is in the process of establishing when stakeholders will be involved.

Which **two** of the statements below are true and will therefore help the analyst establish stakeholder involvement?

Please remember to select 2 answers.

- A) The BA will approve the requirements during validation.
 - B) The Developers will check business feasibility.
 - C) The Product Owner will manage the product backlog.
 - D) The Subject Matter Experts (SMEs) will be responsible for giving business advice.
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. The SME's role during Requirements Engineering (RE) is to provide guidance on best practice within the industry and would be well-placed to provide business advice. The Product Owners responsibility include managing the product backlog. Developers are required to assess technical feasibility, not business feasibility. The BA should not sign off or approve requirements.
 - D) Correct. The SME's role during Requirements Engineering (RE) is to provide guidance on best practice within the industry and would be well-placed to provide business advice. The Product Owners responsibility include managing the product backlog. Developers are required to assess technical feasibility, not business feasibility. The BA should not sign off or approve requirements.

32 / 40

A magazine company is carrying out a business change to enhance its website to allow online ordering for subscriptions. One of the actors involved in the business change has the following responsibilities:

- To resolve a conflict in user stories between the editor and the subscriptions manager
- To identify backlog items to be included in the next iteration
- To decide who can access the product backlog
- To ensure that priorities meet business needs

Which actor is described?

- A) Business Analyst (BA)
- B) Business Sponsor
- C) Product Owner
- D) Project Manager

- A) Incorrect.
- B) Incorrect.
- C) Correct. Product Owner is responsible for these activities. The BA's role is to engineer the requirements. Business Sponsor's role is to ensure the business objectives are met. The Project Manager is responsible for the day-to-day management of the project to ensure it is delivered in line with the expectations defined in the Project Initiation Document (PID) or Terms of Reference (TOR).
- D) Incorrect.

33 / 40

What are **two** reasons for a Project Sponsor be involved in the validation of a requirements document?

Please remember to select 2 answers.

- A) To ensure that deliverables are able to be accepted at the end of the project
 - B) To ensure that requirements align with business objectives
 - C) To ensure that requirements comply with documentation standards
 - D) To ensure that the requirements are technically feasible
 - E) To ensure that they understand the detail of each requirement
-
- A) Correct. The Project Sponsor is responsible for ensuring that the project will deliverables align to the agree objectives. They also accept the business change into the business once the project is completed. The BA or Project Office Staff are responsible for ensuring the documentation meets any required standards. Business Owners are responsible for understanding the detail of the requirement. Developers are responsible for checking the requirements are technically feasible.
 - B) Correct. The Project Sponsor is responsible for ensuring that the project will deliverables align to the agree objectives. They also accept the business change into the business once the project is completed. The BA or Project Office Staff are responsible for ensuring the documentation meets any required standards. Business Owners are responsible for understanding the detail of the requirement. Developers are responsible for checking the requirements are technically feasible.
 - C) Incorrect.
 - D) Incorrect.
 - E) Incorrect.

34 / 40

In an organization which uses an Agile approach, which of the following approaches to requirements validation would be considered **most** suitable?

- A) Requirements are fully elaborated at the outset and reviewed during each iteration.
- B) Requirements outlines should be established and elaborated throughout the first iteration.
- C) Requirements outlines should be established, with a selected subset of the requirements being elaborated in each iteration.
- D) Requirements outlines should be fully established and reviewed at the end of the first iteration to define next steps.

- A) Incorrect.
- B) Incorrect.
- C) Correct. As the project is said to be Agile, requirement “outlines” (or high-level user stories) would be documented in a product backlog. The requirements within the backlog are subject to ongoing refinement, throughout the project lifecycle, rather than being elaborated all at the same time in a single iteration.
- D) Incorrect.

35 / 40

A Business Analyst (BA) has been informed that the Developers on the project have not been using the current requirements set and have therefore implemented features which were recently deprioritized.

Which element of requirements management appears to be failing?

- A) Change control
 - B) Configuration management
 - C) Requirements identification
 - D) Requirements origin and ownership
-
- A) Incorrect.
 - B) Correct. Configuration management includes managing the versions of artifacts and making the appropriate versions available to those who need them. If members of the team are working to out of date documentation, the failure has been within configuration management.
 - C) Incorrect.
 - D) Incorrect.

36 / 40

Due to changes in legislation, Pamela is required to make changes to a documented requirement. This requirement has been baselined and therefore, a formal change process must be requested.

What is the order of stages of the change process which Pamela must undertake?

- A) 1. Analyze change; 2. Consult stakeholders; 3. Document change; 4. Decide on the change
 - B) 1. Analyze change; 2. Document change; 3. Decide on the change; 4. Consult stakeholders
 - C) 1. Consult stakeholders; 2. Document change; 3. Analyze change; 4. Decide on the change
 - D) 1. Document change; 2. Analyze change; 3. Consult stakeholders; 4. Decide on the change
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. When a change occurs, the first step is to document the change, so that it can be analyzed.

37 / 40

A Business Analyst (BA) is working within the requirements elicitation stage of the Requirements Engineering (RE) Framework. They have received a phone call from one of the key stakeholders, who has indicated that there are a number of new requirements that were not mentioned when they met last week to review progress on the project. The new requirements are within the scope of the project.

How should the BA respond?

- A) Ask the stakeholder to complete a change request form
 - B) Ask the stakeholder to defer the new requirements to a later project stage
 - C) Set up a meeting with the Project Manager to discuss the impact of the new requirements
 - D) Set up an interview with the stakeholder to elicit the new requirements
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. As the requirements have not yet been validated, the BA is still able to elicit new requirements without the need for a formal change control process or impact assessment and does not need to defer the requirement to a later stage of delivery.

38 / 40

An automated software tool is being used to manage requirements, including any changes to them.

If the requirements are to be placed under configuration control, which of the following will be essential?

- A) Documentation outlining ownership of individual requirements
 - B) Open access to allow for regular revisions
 - C) Secure storage and access
 - D) Slicing of requirements
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. Software tools are used to store and control access to the requirements. Open access to update requirements once under configuration management, would not be best practice, irrespective of whether a software tool is not in use or not. Slicing requirements is an activity of requirements analysis. Documenting the ownership of each requirement is done to support traceability and is not a feature of configuration management.
 - D) Incorrect.

39 / 40

Which **two** of the following statements, made about change and version control for a linear project, are true?

Please remember to select 2 answers.

- A) A new version number should be allocated to each individual requirement on a requirements list.
 - B) All baselined requirements should have a unique identifier and a version number.
 - C) Formal change control is essential after the requirements have been approved and baselined.
 - D) The requirement identifier should not be the same as the version number.
-
- A) Incorrect.
 - B) Correct. All baselined requirements require an identifier so that they can be easily located during requirements management. Each requirement is identified uniquely in order that any reference to that requirement corresponds to only one requirement.
 - C) Correct. All baselined requirements require an identifier so that they can be easily located during requirements management. Each requirement is identified uniquely in order that any reference to that requirement corresponds to only one requirement.
 - D) Incorrect.

40 / 40

During requirement analysis and documentation, Helen is trying to ensure that each of her solution requirements will be traceable both vertically and horizontally once they have been signed off.

What combination of attributes of the requirement will she need to document?

- A) Alignment of business objective and cross-reference business requirements
 - B) ID and source
 - C) Source and alignment to business objective
 - D) Source and status
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. The combination of “source and status” and “ID and source” only support horizontal traceability, so vertical would be missed. The combination of “alignment of business objective and cross-reference business requirements” only supports vertical traceability and horizontal would be missed. To support horizontal traceability the source will need to be documented. To support vertical traceability, the alignment of the requirement to the business objective will be needed.
 - D) Incorrect.

Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	B	21	A & D
2	A & C	22	C
3	B	23	A
4	D	24	C
5	C	25	C
6	A	26	D & E
7	C	27	A
8	A	28	C
9	B	29	A
10	A	30	D
11	A & D	31	C & D
12	A & B & D	32	C
13	C	33	A & B
14	C	34	C
15	B	35	B
16	A	36	D
17	A	37	D
18	D	38	C
19	D	39	B & C
20	D	40	C



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