



**Sample Exam**

Edition 201906

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# Introduction

This is the sample exam EXIN BCS Requirements Engineering (RQE.EN). 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 the correct answer.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth one point. If you obtain 25 points or more you will pass.

The time allowed for this exam is 60 minutes.

Good luck!

# Sample Exam

**1 / 40**

A business analyst has been asked to ensure that all requirements are robust. She is trying to remember the proper characteristics and makes the following list:

- A) *Testable*
- B) *Consistent*
- C) *Automatable*
- D) *Concise*
- E) *Ambiguous*

Of the ones written down, which are characteristics of a robust requirement?

- A) A, B and C
- B) A, B and D
- C) B, C and E
- D) C, D and E

**2 / 40**

A senior developer has been asked to ensure that all requirements in a requirements document are technically feasible.

At which stage of the requirements engineering framework is the project?

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

**3 / 40**

The following have been extracted from the requirements list for a component manufacturing machine:

- R#1.1 The system must inform the user of a misplaced component by sounding an audible alarm.
- R#1.2 The system must be able to be serviced within the 8 hour overnight shut down period.

How will these requirements be categorized?

- A) R#1.1 = Functional, R#1.2 = Non-functional
- B) R#1.1 = General, R#1.2 = Functional
- C) R#1.1 = Non-functional, R#1.2 = Technical
- D) R#1.1 = Technical, R#1.2 = General

**4 / 40**

A software company has been awarded a project to write an app to be installed on the operating system of a mobile phone. To ensure a wide customer base, the following requirement has been raised for the app:

*'It must be possible to tailor the app so that it runs on the operating system of other mobile phones. This tailoring must take less than 5 days' developer effort.'*

How will this requirement be categorized in the requirements catalogue?

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

**5 / 40**

A business analyst wishes to organize a requirements catalogue. He is aware of four kinds of requirements, those which:

- A) Describe the level of service required by the system.
- B) Are constraints placed on the system in terms of general rules of operation.
- C) Refer to specific features to be delivered by the system.
- D) Are derived from software policies that reflect the company's IT infrastructure.

Which of the following is the correct allocation of categories of these four kinds of requirements?

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

**6 / 40**

A business analyst has identified some data retrieval requirements for a new system.

Which of those listed below is a functional requirement?

- A) Data retrieval will be consistent with the data retrieval policy and standards of the company.
- B) Data will be displayed on the user's screen within three seconds of a valid user request.
- C) The system will hold and retrieve data in line with current data protection legislation.
- D) The system will provide the user with the ability to retrieve data relating to the last 12 months.

**7 / 40**

Patricia works for ABC Insurance Services, which has acquired another insurance company of a similar size. Each company has a different IT system for handling claims.

Following the acquisition, the CEO of ABC Insurance Services wants to ensure that the company is working efficiently and has commissioned a review of the IT systems. Patricia has been asked to take on the role of sponsor for the project, which will look at the Claims Assessment System. She is new to the role of sponsor and has been researching her responsibilities.

Which one of the following suggested duties required of the project sponsor during requirements engineering is true?

- A) Agree and sign off the project initiation document
- B) Allocate work to appropriate people working on the project
- C) Assign the approval of the requirements to the project manager
- D) Ensure that the project is completed on time

**8 / 40**

Ethan, Emma and Jitesh are all members of a team that aims to produce a new expenses approval system for their organization. Ethan has been sharing his ideas after a recent requirements review. He has applied his expert knowledge of Human Resources (HR) to suggest some potential adjustments to the requirements set, which he feels will make the project more effective. He has agreed to take these ideas back to his HR teams to confirm them. Once the requirements are confirmed, they will go to Jitesh for sign-off.

The whole team has been discussing a potential issue regarding the dates for introducing the new system. Emma has agreed to schedule some time with Jitesh to propose and agree with him her detailed plan for the corrective action they need to reduce the current project slippage.

Based on the scenario above, which of the following represents the roles of Ethan, Emma and Jitesh?

- A) Emma = Project Sponsor  
Ethan = Subject Matter Expert  
Jitesh = Project Manager
- B) Jitesh = Project Sponsor  
Ethan = Business Analyst  
Emma = Project Manager
- C) Jitesh = Project Sponsor  
Ethan = Subject Matter Expert  
Emma = Project Manager
- D) Jitesh = Project Sponsor  
Ethan = Subject Matter Expert  
Emma = Subject Matter Expert

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A car manufacturer wishes to understand what customers want from its cars. Consequently, it has invited one hundred customers to a series of meetings, where they will explore new technology and generate ideas for future developments and directions.

The outcomes of these meetings will be considered by the team responsible for new car development.

Which requirements elicitation technique is going to be used?

- A) Activity sample
- B) Focus group
- C) Survey
- D) Workshop

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Mason is a business analyst working for a large food manufacturer that wants to streamline its processes to achieve greater efficiency.

He is in the process of planning his requirements elicitation activities and has written a checklist of the tasks he needs to carry out:

- 1) I must spend some face-to-face time with the key stakeholders.
- 2) I need to spend some time on the production line, to see how the processes work.
- 3) I need to build one-to-one relationships with the sponsors of the project.
- 4) I need to record how people spend their time on the production line.

Which of the following sets of techniques would meet **all** the tasks on Mason's list?

- A) Focus group, interview, document analysis, special purpose record
- B) Interview, special purpose record, surveys
- C) Observation, interview and activity sampling
- D) Observation and workshop

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Hi-Scribble Ltd designs and manufactures pens for a worldwide market. Keith works on one of the production lines and has been told by his team leader that the company is running a project to improve the quality and production rate of the manufacturing line.

Keith starts work and notices Diane from the project team visiting every 20 minutes and writing something on her notepad. This happens even when Keith is on his break and sat in the canteen.

Which elicitation method is Diane using?

- A) Activity sampling
- B) Scenario analysis
- C) Special purpose record
- D) Survey



**12 / 40**

At the initiation of a project at Freely Brothers Ltd, the elicitation of requirements for a new range of gifts has been allocated to Caleb. The challenge Caleb has is working with stakeholders in the business who have clear- but conflicting- ideas on the contents of the new range of gifts.

Caleb's goal is to get agreement and consensus across the stakeholders so that he can start to define and refine the requirements set.

Which of the following would **best** help to achieve Caleb's goal?

- A) Focus group
- B) Individual interviews
- C) Prototype construction
- D) Workshop

**13 / 40**

A project to improve internal IT help desk services at Worldco Bank, which operates internationally with offices in Europe, North and South America, has been initiated.

Laura, the chosen business analyst, is now faced with undertaking requirements elicitation from all the business heads spread across the Worldco territories.

Laura's initial focus is on quantitative information. Her manager is looking for the initial requirement set to be established quickly and cheaply.

Which approach should Laura use for initial requirements elicitation?

- A) Activity sampling
- B) Observation
- C) Surveys
- D) Workshops

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Below is a list of common requirements elicitation techniques:

- A) Workshops.
- B) Prototyping.
- C) Scenario analysis.
- D) Interviews.
- E) Document analysis.
- F) Activity sampling.

Which of them are suitable methods for use in both linear and agile projects?

- A) A, C and D
- B) A, C and E
- C) B, C and F
- D) D, E and F

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The following extract has been taken from a guide for requirements elicitation:

*Advantages: Gives direct access to the working environment; provides valid in-depth understanding; exposes tacit knowledge.*

*Disadvantages: Time-consuming, expensive; may affect the situation and hence the requirements elicited.*

Which elicitation method is being referred to in the extract?

- A) Focus Groups
- B) Interviews
- C) Observation
- D) Workshops

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A project set up to improve an incident management process has focused on the existing call center activities. A business analyst has been employed to undertake requirements elicitation for the process improvement.

The following is a partial report compiled by the business analyst whilst undertaking requirements elicitation:

<b>Call Center Key Activities</b>	<b>9am</b>	<b>10am</b>	<b>2pm</b>	<b>4pm</b>
Answering telephone - receiving incident information	Tom	Bill		
Recording the incident on the system	Anne	Lisa		
Searching for known solution	Bill	Jane		
Raising incident to second tier support				
Reporting back to the customer				
Updating/closing the incident record	Lisa, Jane	Tom, Anne		

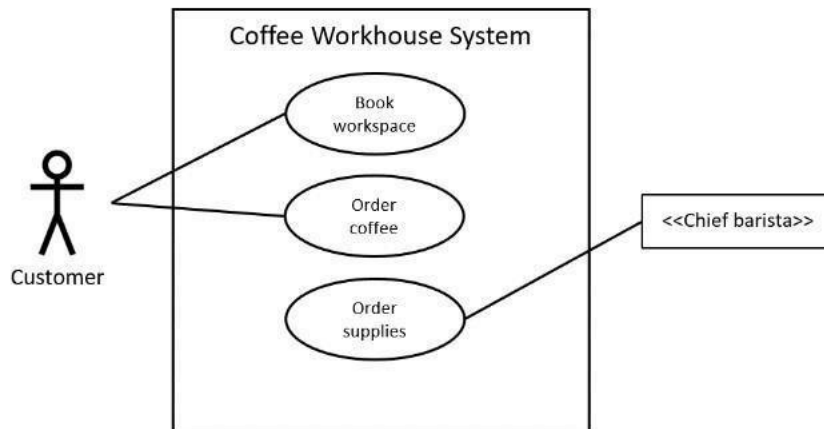
Which elicitation method is being used?

- A) Activity sampling
- B) Observation
- C) Special purpose record
- D) Survey

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Coffee Workhouse is a novel concept in modern flexible working. It is a traditional cafe that allows customers to book a booth with all the facilities normally associated with an office environment in which to work. The company is also planning to allow customers to purchase its own branded coffee via its website. The management is in the process of planning this new concept and is aware that the chief barista will need the ability to order catering supplies for the cafe, as well as monitor sales to ensure the concept is viable and profitable.

A business analyst has drawn the following use case diagram:



Of the following statements about the diagram, which is/are true?

- A) The diagram is a correct representation of the scenario.
- B) There are aspects of the scenario which are incorrectly represented in the diagram.
- C) There are aspects of the scenario which are incorrectly omitted from the diagram.
- D) The notation used in the diagram is incorrect.

- A) A
- B) B, C and D
- C) C and D
- D) D

**18 / 40**

Kings Castle Travel organizes UK walking tours and has begun a programme to upgrade its IT systems. Its Walks System will hold details of all the walking routes the company uses to create its tour packages. These routes are designed and written by the walking guides and are currently held in spreadsheet files on the office computer.

The functionality of the new system will include the ability to import walking routes from these spreadsheets. All routes held on the system will be checked by the walking guides and authorized for use by the tour manager.

What will **not** be an actor on the use case diagram?

- A) Spreadsheet walking routes system
- B) Tour manager
- C) Walking guides
- D) Walks system

**19 / 40**

Woody's Bespoke Furniture has engaged a business analyst to define its requirements for automating currently paper-based business processes. The documents that they wish to automate include the work requisition for craftsmen and the customer invoice.

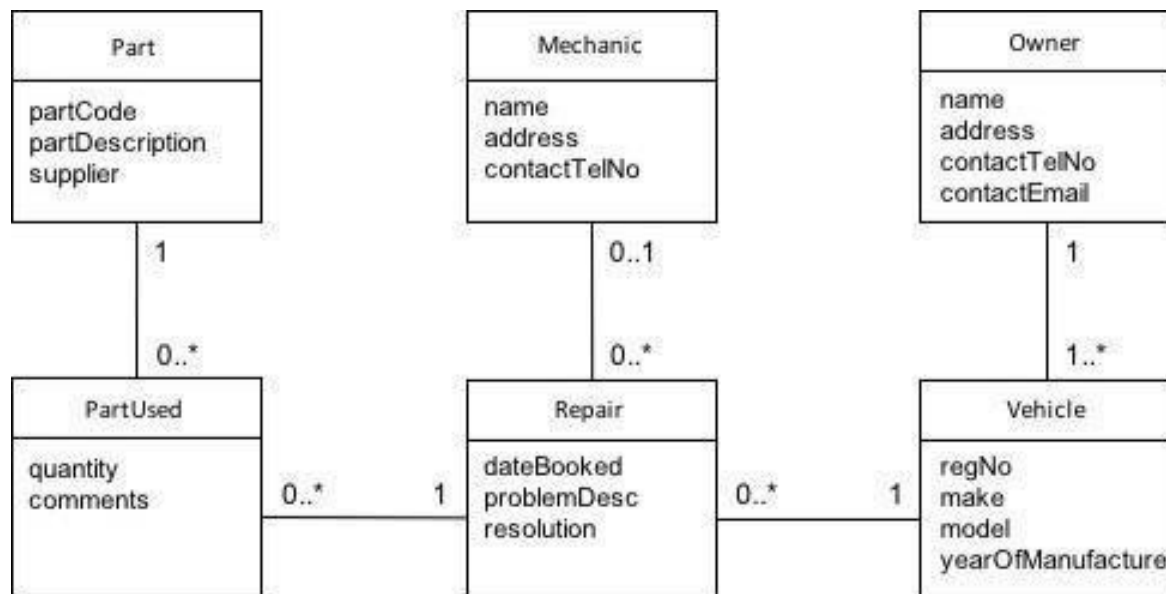
Which of the following issues would the class model clarify?

- A) How many craftsmen can work on a piece of furniture.
- B) When a customer invoice is sent to a customer.
- C) Who raises a customer invoice.
- D) Why a work requisition must be raised for a piece of furniture.

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Village Autos is a vehicle repair company specializing in maintaining vintage vehicles. It is in the process of procuring an automated information system to replace the current paper-based processes.

A business analyst has constructed this class diagram:



Which of these business rules is **not** supported by the class diagram?

- A) A mechanic may not be needed to repair the vehicle.
- B) A repair may require many parts to be used.
- C) A vehicle may be repaired many times over the years.
- D) A vehicle may have more than one owner.

**21 / 40**

Tom is a business analyst working on a project to improve the quality of management information in his organization. He is developing a new reporting dashboard for senior management and has created a requirements catalogue, partitioned by requirement type. He has also recorded the following 'to do' list of actions:

- 1) Must record the requirement regarding the system needing to support up to 25 concurrent users globally.
- 2) Must record the requirement regarding managers being able to store and share their comments about the data on the system.
- 3) Need to record the acceptance criteria for the legal requirements (this is long overdue).
- 4) Need to check that all standard accessibility requirements are included.

Which sections of the requirement catalogue will he have updated when he has completed all these actions?

- A) Functional requirements, non-functional requirements
- B) Functional requirements, non-functional requirements, general requirements
- C) Non-functional requirements, general requirements
- D) Non-functional requirements, general requirements, technical requirements

**22 / 40**

A business analyst has been working with stakeholders to produce user stories relating to a new high street shopping experience.

The following user stories have been identified:

- A) As the product team lead, I want to be able to price all items as they arrive in the warehouse.
- B) As a department manager, I want to view the number of items sold to inform my product placement planning.
- C) As the online experience manager, I want to know who is using the website from overseas locations.
- D) As the chief technology officer, I want to ensure the best possible experience for all our customers.
- E) As a customer, I want quick delivery, so I can receive an item within one working day of it being released instore.

Which of these include **all** the required elements of a user story?

- A) A, B and E
- B) A, C and D
- C) B and E
- D) C and D

**23 / 40**

A non-functional requirement recorded in a requirements catalogue has been amended after a review session with a set of stakeholders. The requirement in question relates to the capacity and the volume of data the system should be able to handle.

Which of the following attributes of the requirements catalogue should be reviewed and amended to reflect this change?

- A) Owner, acceptance criteria, version history
- B) Requirement description, acceptance criteria, source
- C) Requirement description, acceptance criteria, version history
- D) Requirement description, source, owner

**24 / 40**

A business analyst is in the process of drawing together the requirements documentation for a high-profile project. He wishes to complete the prioritization of the textual requirements as well as to finish off use cases and a diagram showing entities, attributes and business rules.

Which elements of a requirements document is he going to be updating?

- A) Business process models, function models, glossary of terms
- B) Function models and data model
- C) Requirements catalogue, function models, data model
- D) Requirements catalogue, glossary of terms, business process models

**25 / 40**

The following two requirements have been captured during elicitation:

REQ#1: The system will operate during standard working hours, 5 days a week (Monday to Friday) | Priority = S(hould). Source = Operations assistant.

REQ#2: The system will operate during extended working hours, 6 days a week (Monday to Saturday) | Priority = S(hould). Source = Operations supervisor.

The owner of these requirements (the operations director) is content that REQ#1 and REQ#2 should be replaced by:

REQ#99 - The system must operate from 06:00 to 20:00, Monday to Saturday.

What update to the requirements catalogue is needed to reflect this change?

- A) Priority of REQ#99 to M(ust) to reflect the merger of two S(hould) requirements
- B) Rationale field of REQ#1 and REQ#2 to indicate merged requirements
- C) Resolution fields of REQ#1 and REQ#2 with the decision of the operations director
- D) Source of REQ#1 and REQ#2 to Operations Director

**26 / 40**

A business analyst working on a software upgrade project has created a process model, supported by several use case diagrams as part of her requirements work. She is currently compiling the requirements document.

Into which section should she put the use case diagrams?

- A) Business process models
- B) Data model
- C) Function model
- D) Requirements catalogue

**27 / 40**

The following requirements are for a new call center customer management system:

- REQ#1: Must allow the operator to leave work at 5pm.
- REQ#2: Must allow users to operate the system anywhere in the world.
- REQ#3: Should allow the customer to log a call.
- REQ#4: Should be implemented in the English language.
- REQ#5: Must allow the operator to amend and delete a call record.

Requirements analysis checks for the following:

- A) Potentially infeasible requirements.
- B) Requirements that pre-define a solution.
- C) Requirements which are actually multiple requirements.
- D) Requirements that conflict.
- E) Requirements that do not relate to the business objective.

Which of these issues can be identified in this requirements set?

- A) A, B and C
- B) A, C and E
- C) B, C and E
- D) C, D and E

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The following statements concern the properties of MoSCoW requirements prioritization:

- A) Unsuitable for linear waterfall projects.
- B) Essential element of incremental delivery.
- C) Effective tool for prioritizing use cases.
- D) Only applies to functional and non-functional requirements.
- E) Priorities that could change across project iterations.

Which of these statements are true?

- A) A, B and C
- B) A, C and D
- C) A, D and E
- D) B, C and E



**29 / 40**

A set of requirements for a new retail app has been prioritized using MoSCoW as follows:

REQ#1: (S)  
REQ#2: (C)  
REQ#3: (S)  
REQ#4: (M)  
REQ#5: (M)  
REQ#6: (C)  
REQ#7: (W)

All M, S and C requirements have been approved for inclusion in the first iteration of the project.

Which of these requirements constitute the minimum usable subset of the first iteration?

- A) REQ#1, REQ#2, REQ#3, REQ#4, REQ#5 and REQ#Q6
- B) REQ#1, REQ#2, REQ#3, REQ#4, REQ#5, RE#Q6 and REQ#7
- C) REQ#1, REQ#3, REQ#4 and REQ#5
- D) REQ#4 and REQ#5

**30 / 40**

Several requirements have been elicited in a project. One of them specifies the need for the system to download overnight, to a central repository, all the transactions made during the day in the remote offices. The project team is not sure that this is technically possible.

What might help them to analyse this requirement?

- A) Prototype
- B) Requirements catalogue
- C) Scenario analysis
- D) Structured walkthrough

**31 / 40**

A project to introduce an online annual leave request system for a major international consultancy business has started. It has been designed as a benefit to the consultants, but will also offer significant opportunities to improve project planning in the organization.

The following requirements have been identified by stakeholders:

REQ#1: The consultant shall be able to request a period of leave.

REQ#2: The system must conform to data protection legislation.

REQ#3: The system shall produce reports indicating consultant availability.

REQ#4: Requests for leave can only be made Monday to Friday, 10.00hrs to 16.00 hours.

Which of the following represents the correct categorization of these requirements for the project management business area?

- A) 1 x Functional, 1 x Non-functional, 1 x General, 1 x Technical
- B) 1 x Functional, 2 x Non-functional, 1 x General
- C) 2 x Functional, 1 x Non-functional, 1 x General
- D) 2 x Functional, 2 x Non-functional

**32 / 40**

The following requirements have been elicited during an interview with the warehousing manager:

REQ#1 - The system shall allow inventory levels to be modified to reflect stock wastage.

REQ#2 - The system will automatically reorder stock that has fallen below the minimum reorder level.

What kind of requirements are these?

- A) Conflicting
- B) Inconsistent
- C) Irrelevant
- D) Overlapping

**33 / 40**

When prioritizing requirements for Freshfields' Customer Relationship Management (CRM) system, Mary, the business analyst, has identified a functional requirement that states:

*'The system has to allow customer email addresses to be updated.'*

The CRM system is being delivered through a series of releases. Ben, the owner of this requirement, has agreed that the requirement must be delivered before the end of the project, but it does not need to be in the initial release of the software.

What priority is this requirement?

- A) Could have
- B) Must have
- C) Should have
- D) Want to have

**34 / 40**

During analysis of requirements elicited for improvements to FairWay company's monthly reporting, John has captured a requirement which states:

*'The system shall create a weekly summary of all products sold, including volume and price. It will be possible to vary the products in the report using selection criteria.'* When assessing the feasibility of this requirement, John has discovered that the requirement will lead to a change in operational procedures that will cost £5000.

What type(s) of feasibility has John assessed?

- A) Business
- B) Business and Financial
- C) Financial and Technical
- D) Financial, Business and Technical

**35 / 40**

A business analyst is in the process of validating a set of requirements produced for a new business initiative. The following needs to be agreed:

- 1) That the correct quality review procedures have been followed;
- 2) That the requirements are technically feasible;
- 3) That the requirements are compliant with business standards and policies.

Who is responsible for agreeing these?

- A) Business sponsor, subject matter expert, developers
- B) Business sponsor, testers
- C) Project office representative, developers
- D) Project office representative, testers

**36 / 40**

Hollybush Pet Food Company has initiated a project to introduce more efficient processes into its finance function, supported by a new IT system. It is now time to sign-off the requirements of the project and move into design and Philip, the business analyst, would like to hold a formal review of requirements. He has been asked to explain to the project sponsor why this is a good idea.

Which of the following reasons will he give for wanting to hold a formal review?

- A) Allows requirements to be considered from different perspectives.
- B) Reduces the amount of time needed to review the requirements.
- C) Allows defects in requirements to be identified before they are moved into design.
- D) Means that requirements do not have to be documented in detail.

- A) A and C
- B) A and D
- C) B and C
- D) C and D

**37 / 40**

A developer working to implement a set of baselined requirements has called the business analyst responsible for the project to check her understanding of a key requirement. During the conversation, it becomes clear to both parties that the developer is working on an older version of the requirement.

Which element of requirements management has failed?

- A) Change control
- B) Configuration management
- C) Requirements cross-referencing
- D) Requirements identification

**38 / 40**

A business analyst has just been informed by her project manager that a baselined requirement is going to be dropped from the set, to complete the project within a shorter timescale.

Which elements of requirements management will require attention in response to this event?

- A) Change control, Requirements identification
- B) Change control, Requirements origin and ownership
- C) Requirements cross-referencing, Change control
- D) Requirements identification, Requirements cross-referencing

**39 / 40**

Mel is a business analyst who has returned to a project she first worked on two years ago. This time, she is going to be helping with the benefits management aspects of the project.

As part of her re-familiarization with the project, she is keen to understand how some of the requirements she elicited were finally implemented.

Which type of traceability is Mel seeking?

- A) Horizontal 'backwards from'
- B) Horizontal 'forwards to'
- C) Vertical 'downwards'
- D) Vertical 'upwards'

**40 / 40**

The business analyst for a project has elicited, analyzed and documented the requirements of the identified stakeholders; these have been validated and agreed.

A few days after this agreement took place, the project manager approached the analyst with a request to change several requirements.

What course of action should the business analyst take?

- A)** Accept the request of the project manager and change the requirements
- B)** Ask all stakeholders whether they agree to the requested changes
- C)** Ask the project manager to submit a change request for the required changes
- D)** Reject the project manager's request to make changes to the requirements

## Answer Key

**1 / 40**

A business analyst has been asked to ensure that all requirements are robust. She is trying to remember the proper characteristics and makes the following list:

- A) *Testable*
- B) *Consistent*
- C) *Automatable*
- D) *Concise*
- E) *Ambiguous*

Of the ones written down, which are characteristics of a robust requirement?

- A) A, B and C
- B) A, B and D
- C) B, C and E
- D) C, D and E

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

**2 / 40**

A senior developer has been asked to ensure that all requirements in a requirements document are technically feasible.

At which stage of the requirements engineering framework is the project?

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

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
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**3 / 40**

The following have been extracted from the requirements list for a component manufacturing machine:

R#1.1 The system must inform the user of a misplaced component by sounding an audible alarm.  
R#1.2 The system must be able to be serviced within the 8 hour overnight shut down period.

How will these requirements be categorized?

- A) R#1.1 = Functional, R#1.2 = Non-functional
- B) R#1.1 = General, R#1.2 = Functional
- C) R#1.1 = Non-functional, R#1.2 = Technical
- D) R#1.1 = Technical, R#1.2 = General

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**4 / 40**

A software company has been awarded a project to write an app to be installed on the operating system of a mobile phone. To ensure a wide customer base, the following requirement has been raised for the app:

*'It must be possible to tailor the app so that it runs on the operating system of other mobile phones. This tailoring must take less than 5 days' developer effort.'*

How will this requirement be categorized in the requirements catalogue?

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

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**5 / 40**

A business analyst wishes to organize a requirements catalogue. He is aware of four kinds of requirements, those which:

- A) Describe the level of service required by the system.
- B) Are constraints placed on the system in terms of general rules of operation.
- C) Refer to specific features to be delivered by the system.
- D) Are derived from software policies that reflect the company's IT infrastructure.

Which of the following is the correct allocation of categories of these four kinds of requirements?

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

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**6 / 40**

A business analyst has identified some data retrieval requirements for a new system.

Which of those listed below is a functional requirement?

- A) Data retrieval will be consistent with the data retrieval policy and standards of the company.
- B) Data will be displayed on the user's screen within three seconds of a valid user request.
- C) The system will hold and retrieve data in line with current data protection legislation.
- D) The system will provide the user with the ability to retrieve data relating to the last 12 months.

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.



7 / 40

Patricia works for ABC Insurance Services, which has acquired another insurance company of a similar size. Each company has a different IT system for handling claims.

Following the acquisition, the CEO of ABC Insurance Services wants to ensure that the company is working efficiently and has commissioned a review of the IT systems. Patricia has been asked to take on the role of sponsor for the project, which will look at the Claims Assessment System. She is new to the role of sponsor and has been researching her responsibilities.

Which one of the following suggested duties required of the project sponsor during requirements engineering is true?

- A) Agree and sign off the project initiation document
- B) Allocate work to appropriate people working on the project
- C) Assign the approval of the requirements to the project manager
- D) Ensure that the project is completed on time

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

8 / 40

Ethan, Emma and Jitesh are all members of a team that aims to produce a new expenses approval system for their organization. Ethan has been sharing his ideas after a recent requirements review. He has applied his expert knowledge of Human Resources (HR) to suggest some potential adjustments to the requirements set, which he feels will make the project more effective. He has agreed to take these ideas back to his HR teams to confirm them. Once the requirements are confirmed, they will go to Jitesh for sign-off.

The whole team has been discussing a potential issue regarding the dates for introducing the new system. Emma has agreed to schedule some time with Jitesh to propose and agree with him her detailed plan for the corrective action they need to reduce the current project slippage.

Based on the scenario above, which of the following represents the roles of Ethan, Emma and Jitesh?

- A) Emma = Project Sponsor  
Ethan = Subject Matter Expert  
Jitesh = Project Manager
  - B) Jitesh = Project Sponsor  
Ethan = Business Analyst  
Emma = Project Manager
  - C) Jitesh = Project Sponsor  
Ethan = Subject Matter Expert  
Emma = Project Manager
  - D) Jitesh = Project Sponsor  
Ethan = Subject Matter Expert  
Emma = Subject Matter Expert
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct.
  - D) Incorrect.

9 / 40

A car manufacturer wishes to understand what customers want from its cars. Consequently, it has invited one hundred customers to a series of meetings, where they will explore new technology and generate ideas for future developments and directions.

The outcomes of these meetings will be considered by the team responsible for new car development.

Which requirements elicitation technique is going to be used?

- A) Activity sample
- B) Focus group
- C) Survey
- D) Workshop

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

10 / 40

Mason is a business analyst working for a large food manufacturer that wants to streamline its processes to achieve greater efficiency.

He is in the process of planning his requirements elicitation activities and has written a checklist of the tasks he needs to carry out:

- 1) *I must spend some face-to-face time with the key stakeholders.*
- 2) *I need to spend some time on the production line, to see how the processes work.*
- 3) *I need to build one-to-one relationships with the sponsors of the project.*
- 4) *I need to record how people spend their time on the production line.*

Which of the following sets of techniques would meet **all** the tasks on Mason's list?

- A) Focus group, interview, document analysis, special purpose record
- B) Interview, special purpose record, surveys
- C) Observation, interview and activity sampling
- D) Observation and workshop

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**11 / 40**

Hi-Scribble Ltd designs and manufactures pens for a worldwide market. Keith works on one of the production lines and has been told by his team leader that the company is running a project to improve the quality and production rate of the manufacturing line.

Keith starts work and notices Diane from the project team visiting every 20 minutes and writing something on her notepad. This happens even when Keith is on his break and sat in the canteen.

Which elicitation method is Diane using?

- A) Activity sampling
- B) Scenario analysis
- C) Special purpose record
- D) Survey

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**12 / 40**

At the initiation of a project at Freely Brothers Ltd, the elicitation of requirements for a new range of gifts has been allocated to Caleb. The challenge Caleb has is working with stakeholders in the business who have clear- but conflicting- ideas on the contents of the new range of gifts.

Caleb's goal is to get agreement and consensus across the stakeholders so that he can start to define and refine the requirements set.

Which of the following would **best** help to achieve Caleb's goal?

- A) Focus group
- B) Individual interviews
- C) Prototype construction
- D) Workshop

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.

**13 / 40**

A project to improve internal IT help desk services at Worldco Bank, which operates internationally with offices in Europe, North and South America, has been initiated.

Laura, the chosen business analyst, is now faced with undertaking requirements elicitation from all the business heads spread across the Worldco territories.

Laura's initial focus is on quantitative information. Her manager is looking for the initial requirement set to be established quickly and cheaply.

Which approach should Laura use for initial requirements elicitation?

- A) Activity sampling
- B) Observation
- C) Surveys
- D) Workshops

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**14 / 40**

Below is a list of common requirements elicitation techniques:

- A) Workshops.
- B) Prototyping.
- C) Scenario analysis.
- D) Interviews.
- E) Document analysis.
- F) Activity sampling.

Which of them are suitable methods for use in both linear and agile projects?

- A) A, C and D
- B) A, C and E
- C) B, C and F
- D) D, E and F

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

15 / 40

The following extract has been taken from a guide for requirements elicitation:

*Advantages: Gives direct access to the working environment; provides valid in-depth understanding; exposes tacit knowledge.*

*Disadvantages: Time-consuming, expensive; may affect the situation and hence the requirements elicited.*

Which elicitation method is being referred to in the extract?

- A) Focus Groups
- B) Interviews
- C) Observation
- D) Workshops

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

16 / 40

A project set up to improve an incident management process has focused on the existing call center activities. A business analyst has been employed to undertake requirements elicitation for the process improvement.

The following is a partial report compiled by the business analyst whilst undertaking requirements elicitation:

Call Center Key Activities	9am	10am	2pm	4pm
Answering telephone - receiving incident information	Tom	Bill		
Recording the incident on the system	Anne	Lisa		
Searching for known solution	Bill	Jane		
Raising incident to second tier support				
Reporting back to the customer				
Updating/closing the incident record	Lisa, Jane	Tom, Anne		

Which elicitation method is being used?

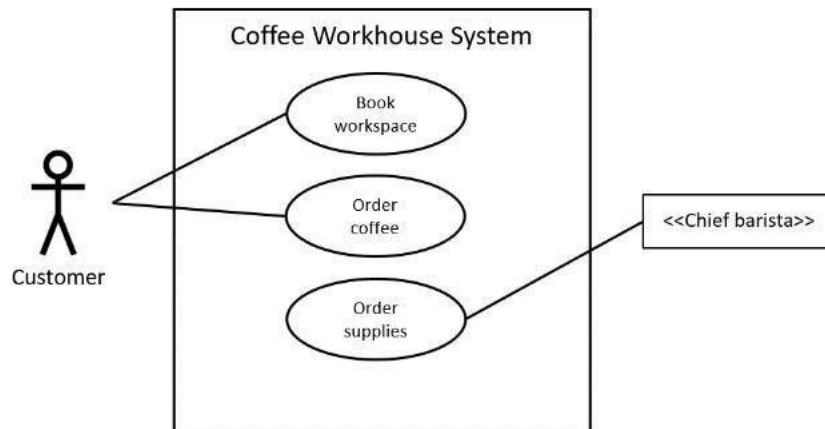
- A) Activity sampling
- B) Observation
- C) Special purpose record
- D) Survey

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

17 / 40

Coffee Workhouse is a novel concept in modern flexible working. It is a traditional cafe that allows customers to book a booth with all the facilities normally associated with an office environment in which to work. The company is also planning to allow customers to purchase its own branded coffee via its website. The management is in the process of planning this new concept and is aware that the chief barista will need the ability to order catering supplies for the cafe, as well as monitor sales to ensure the concept is viable and profitable.

A business analyst has drawn the following use case diagram:



Of the following statements about the diagram, which is/are true?

- A) The diagram is a correct representation of the scenario.
- B) There are aspects of the scenario which are incorrectly represented in the diagram.
- C) There are aspects of the scenario which are incorrectly omitted from the diagram.
- D) The notation used in the diagram is incorrect.

- A) A
- B) B, C and D
- C) C and D
- D) D

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

**18 / 40**

Kings Castle Travel organizes UK walking tours and has begun a programme to upgrade its IT systems. Its Walks System will hold details of all the walking routes the company uses to create its tour packages. These routes are designed and written by the walking guides and are currently held in spreadsheet files on the office computer.

The functionality of the new system will include the ability to import walking routes from these spreadsheets. All routes held on the system will be checked by the walking guides and authorized for use by the tour manager.

What will **not** be an actor on the use case diagram?

- A) Spreadsheet walking routes system
- B) Tour manager
- C) Walking guides
- D) Walks system

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.

**19 / 40**

Woody's Bespoke Furniture has engaged a business analyst to define its requirements for automating currently paper-based business processes. The documents that they wish to automate include the work requisition for craftsmen and the customer invoice.

Which of the following issues would the class model clarify?

- A) How many craftsmen can work on a piece of furniture.
- B) When a customer invoice is sent to a customer.
- C) Who raises a customer invoice.
- D) Why a work requisition must be raised for a piece of furniture.

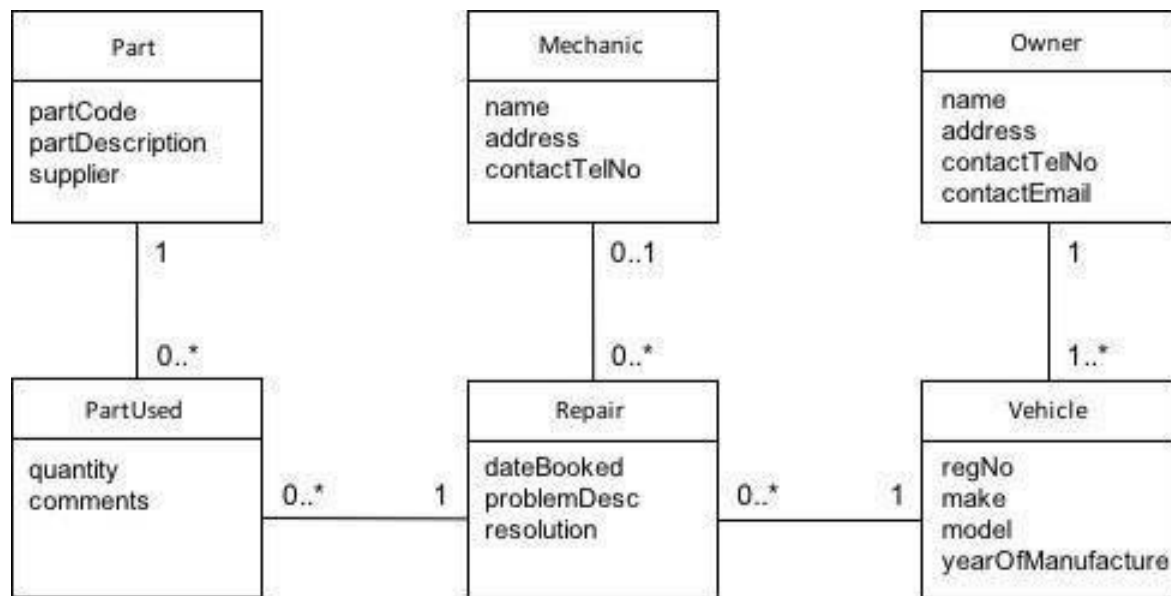
- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.



20 / 40

Village Autos is a vehicle repair company specializing in maintaining vintage vehicles. It is in the process of procuring an automated information system to replace the current paper-based processes.

A business analyst has constructed this class diagram:



Which of these business rules is **not** supported by the class diagram?

- A) A mechanic may not be needed to repair the vehicle.
- B) A repair may require many parts to be used.
- C) A vehicle may be repaired many times over the years.
- D) A vehicle may have more than one owner.

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.

21 / 40

Tom is a business analyst working on a project to improve the quality of management information in his organization. He is developing a new reporting dashboard for senior management and has created a requirements catalogue, partitioned by requirement type. He has also recorded the following 'to do' list of actions:

- 1) Must record the requirement regarding the system needing to support up to 25 concurrent users globally.
- 2) Must record the requirement regarding managers being able to store and share their comments about the data on the system.
- 3) Need to record the acceptance criteria for the legal requirements (this is long overdue).
- 4) Need to check that all standard accessibility requirements are included.

Which sections of the requirement catalogue will he have updated when he has completed all these actions?

- A) Functional requirements, non-functional requirements
  - B) Functional requirements, non-functional requirements, general requirements
  - C) Non-functional requirements, general requirements
  - D) Non-functional requirements, general requirements, technical requirements
- 
- A) Incorrect.
  - B) Correct.
  - C) Incorrect.
  - D) Incorrect.

**22 / 40**

A business analyst has been working with stakeholders to produce user stories relating to a new high street shopping experience.

The following user stories have been identified:

- A) As the product team lead, I want to be able to price all items as they arrive in the warehouse.
- B) As a department manager, I want to view the number of items sold to inform my product placement planning.
- C) As the online experience manager, I want to know who is using the website from overseas locations.
- D) As the chief technology officer, I want to ensure the best possible experience for all our customers.
- E) As a customer, I want quick delivery, so I can receive an item within one working day of it being released instore.

Which of these include **all** the required elements of a user story?

- A) A, B and E
- B) A, C and D
- C) B and E
- D) C and D

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**23 / 40**

A non-functional requirement recorded in a requirements catalogue has been amended after a review session with a set of stakeholders. The requirement in question relates to the capacity and the volume of data the system should be able to handle.

Which of the following attributes of the requirements catalogue should be reviewed and amended to reflect this change?

- A) Owner, acceptance criteria, version history
- B) Requirement description, acceptance criteria, source
- C) Requirement description, acceptance criteria, version history
- D) Requirement description, source, owner

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**24 / 40**

A business analyst is in the process of drawing together the requirements documentation for a high-profile project. He wishes to complete the prioritization of the textual requirements as well as to finish off use cases and a diagram showing entities, attributes and business rules.

Which elements of a requirements document is he going to be updating?

- A) Business process models, function models, glossary of terms
- B) Function models and data model
- C) Requirements catalogue, function models, data model
- D) Requirements catalogue, glossary of terms, business process models

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**25 / 40**

The following two requirements have been captured during elicitation:

REQ#1: The system will operate during standard working hours, 5 days a week (Monday to Friday) | Priority = S(hould). Source = Operations assistant.

REQ#2: The system will operate during extended working hours, 6 days a week (Monday to Saturday) | Priority = S(hould). Source = Operations supervisor.

The owner of these requirements (the operations director) is content that REQ#1 and REQ#2 should be replaced by:

REQ#99 - The system must operate from 06:00 to 20:00, Monday to Saturday.

What update to the requirements catalogue is needed to reflect this change?

- A) Priority of REQ#99 to M(ust) to reflect the merger of two S(hould) requirements
- B) Rationale field of REQ#1 and REQ#2 to indicate merged requirements
- C) Resolution fields of REQ#1 and REQ#2 with the decision of the operations director
- D) Source of REQ#1 and REQ#2 to Operations Director

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**26 / 40**

A business analyst working on a software upgrade project has created a process model, supported by several use case diagrams as part of her requirements work. She is currently compiling the requirements document.

Into which section should she put the use case diagrams?

- A) Business process models
- B) Data model
- C) Function model
- D) Requirements catalogue

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**27 / 40**

The following requirements are for a new call center customer management system:

- REQ#1: Must allow the operator to leave work at 5pm.
- REQ#2: Must allow users to operate the system anywhere in the world.
- REQ#3: Should allow the customer to log a call.
- REQ#4: Should be implemented in the English language.
- REQ#5: Must allow the operator to amend and delete a call record.

Requirements analysis checks for the following:

- A) Potentially infeasible requirements.
- B) Requirements that pre-define a solution.
- C) Requirements which are actually multiple requirements.
- D) Requirements that conflict.
- E) Requirements that do not relate to the business objective.

Which of these issues can be identified in this requirements set?

- A) A, B and C
- B) A, C and E
- C) B, C and E
- D) C, D and E

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

**28 / 40**

The following statements concern the properties of MoSCoW requirements prioritization:

- A) Unsuitable for linear waterfall projects.
- B) Essential element of incremental delivery.
- C) Effective tool for prioritizing use cases.
- D) Only applies to functional and non-functional requirements.
- E) Priorities that could change across project iterations.

Which of these statements are true?

- A) A, B and C
- B) A, C and D
- C) A, D and E
- D) B, C and E

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.

**29 / 40**

A set of requirements for a new retail app has been prioritized using MoSCoW as follows:

- REQ#1: (S)
- REQ#2: (C)
- REQ#3: (S)
- REQ#4: (M)
- REQ#5: (M)
- REQ#6: (C)
- REQ#7: (W)

All M, S and C requirements have been approved for inclusion in the first iteration of the project.

Which of these requirements constitute the minimum usable subset of the first iteration?

- A) REQ#1, REQ#2, REQ#3, REQ#4, REQ#5 and REQ#6
- B) REQ#1, REQ#2, REQ#3, REQ#4, REQ#5, REQ#6 and REQ#7
- C) REQ#1, REQ#3, REQ#4 and REQ#5
- D) REQ#4 and REQ#5

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.

**30 / 40**

Several requirements have been elicited in a project. One of them specifies the need for the system to download overnight, to a central repository, all the transactions made during the day in the remote offices. The project team is not sure that this is technically possible.

What might help them to analyse this requirement?

- A) Prototype
- B) Requirements catalogue
- C) Scenario analysis
- D) Structured walkthrough

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**31 / 40**

A project to introduce an online annual leave request system for a major international consultancy business has started. It has been designed as a benefit to the consultants, but will also offer significant opportunities to improve project planning in the organization.

The following requirements have been identified by stakeholders:

REQ#1: The consultant shall be able to request a period of leave.

REQ#2: The system must conform to data protection legislation.

REQ#3: The system shall produce reports indicating consultant availability.

REQ#4: Requests for leave can only be made Monday to Friday, 10.00hrs to 16.00 hours.

Which of the following represents the correct categorization of these requirements for the project management business area?

- A) 1 x Functional, 1 x Non-functional, 1 x General, 1 x Technical
- B) 1 x Functional, 2 x Non-functional, 1 x General
- C) 2 x Functional, 1 x Non-functional, 1 x General
- D) 2 x Functional, 2 x Non-functional

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**32 / 40**

The following requirements have been elicited during an interview with the warehousing manager:

REQ#1 - The system shall allow inventory levels to be modified to reflect stock wastage.

REQ#2 - The system will automatically reorder stock that has fallen below the minimum reorder level.

What kind of requirements are these?

- A) Conflicting
- B) Inconsistent
- C) Irrelevant
- D) Overlapping

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

**33 / 40**

When prioritizing requirements for Freshfields' Customer Relationship Management (CRM) system, Mary, the business analyst, has identified a functional requirement that states:

*'The system has to allow customer email addresses to be updated.'*

The CRM system is being delivered through a series of releases. Ben, the owner of this requirement, has agreed that the requirement must be delivered before the end of the project, but it does not need to be in the initial release of the software.

What priority is this requirement?

- A) Could have
- B) Must have
- C) Should have
- D) Want to have

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.



**34 / 40**

During analysis of requirements elicited for improvements to FairWay company's monthly reporting, John has captured a requirement which states:

*'The system shall create a weekly summary of all products sold, including volume and price. It will be possible to vary the products in the report using selection criteria.'* When assessing the feasibility of this requirement, John has discovered that the requirement will lead to a change in operational procedures that will cost £5000.

What type(s) of feasibility has John assessed?

- A) Business
- B) Business and Financial
- C) Financial and Technical
- D) Financial, Business and Technical

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

**35 / 40**

A business analyst is in the process of validating a set of requirements produced for a new business initiative. The following needs to be agreed:

- 1) That the correct quality review procedures have been followed;
- 2) That the requirements are technically feasible;
- 3) That the requirements are compliant with business standards and policies.

Who is responsible for agreeing these?

- A) Business sponsor, subject matter expert, developers
- B) Business sponsor, testers
- C) Project office representative, developers
- D) Project office representative, testers

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**36 / 40**

Hollybush Pet Food Company has initiated a project to introduce more efficient processes into its finance function, supported by a new IT system. It is now time to sign-off the requirements of the project and move into design and Philip, the business analyst, would like to hold a formal review of requirements. He has been asked to explain to the project sponsor why this is a good idea.

Which of the following reasons will he give for wanting to hold a formal review?

- A) Allows requirements to be considered from different perspectives.
- B) Reduces the amount of time needed to review the requirements.
- C) Allows defects in requirements to be identified before they are moved into design.
- D) Means that requirements do not have to be documented in detail.

- A) A and C
- B) A and D
- C) B and C
- D) C and D

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**37 / 40**

A developer working to implement a set of baselined requirements has called the business analyst responsible for the project to check her understanding of a key requirement. During the conversation, it becomes clear to both parties that the developer is working on an older version of the requirement.

Which element of requirements management has failed?

- A) Change control
- B) Configuration management
- C) Requirements cross-referencing
- D) Requirements identification

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

**38 / 40**

A business analyst has just been informed by her project manager that a baselined requirement is going to be dropped from the set, to complete the project within a shorter timescale.

Which elements of requirements management will require attention in response to this event?

- A) Change control, Requirements identification
- B) Change control, Requirements origin and ownership
- C) Requirements cross-referencing, Change control
- D) Requirements identification, Requirements cross-referencing

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

**39 / 40**

Mel is a business analyst who has returned to a project she first worked on two years ago. This time, she is going to be helping with the benefits management aspects of the project.

As part of her re-familiarization with the project, she is keen to understand how some of the requirements she elicited were finally implemented.

Which type of traceability is Mel seeking?

- A) Horizontal 'backwards from'
- B) Horizontal 'forwards to'
- C) Vertical 'downwards'
- D) Vertical 'upwards'

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

**40 / 40**

The business analyst for a project has elicited, analyzed and documented the requirements of the identified stakeholders; these have been validated and agreed.

A few days after this agreement took place, the project manager approached the analyst with a request to change several requirements.

What course of action should the business analyst take?

- A)** Accept the request of the project manager and change the requirements
- B)** Ask all stakeholders whether they agree to the requested changes
- C)** Ask the project manager to submit a change request for the required changes
- D)** Reject the project manager's request to make changes to the requirements

- A)** Incorrect.
- B)** Incorrect.
- C)** Correct.
- D)** Incorrect.

# Evaluation

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

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

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