PMI

Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)

NEW QUESTION 1

A business analyst is reviewing a discrepancy report after a test session. The discrepancy report has revealed a defect that the business analyst must address. Which of the following criteria should the business analyst use to identify the appropriate response to the defective test result?

A. Perform an impact analysis and open a change request to include the revised requirement in the next baseline
B. Verify that the corresponding requirement was appropriately signed off by the requesting stakeholder.
C. Determine if the defect is in the solution developed, in the original requirement, or in the test case.
D. Inspect the requirements traceability matrix to verify if the requirement is connected to a use case.

Answer: C

NEW QUESTION 2

A business analyst is preparing a requirements management plan and needs to define a method to deal with a complex project with stakeholders who find it difficult to articulate their needs. Which method
would best minimize requirements risk?

A. Stakeholder analysis
B. Questionnaires
C. Group decision making
D. Prototyping

Answer: B

NEW QUESTION 3

An insurance company embarks on a project to replace its current enrollment and billing software application, which will no longer be supported by the end of the calendar year. The new enrollment and billing application must be implemented before the current vendor contract ends. The business analyst gathers the initial requirements for the new enrollment and billing application. Based on the large volume of requirements, the business analyst realizes that the requirements will need to be prioritized.
Which requirements prioritization method should the business analyst use for this project?

A. Weighted ranking
B. Time-boxing
C. Risk analysis
D. MoSCoW

Answer: A

NEW QUESTION 4

A project was in the design phase when the team received news of a new regulatory mandate that affects the project. The requirements have already been approved and baselined. If the new requirements are not included, the company will be out of compliance and may face monetary penalties.
What should the business analyst do next?

A. Update the requirements
B. Obtain approval from the project manager
C. Follow the change control process
D. Define the project scope

Answer: C

NEW QUESTION 5

Through user acceptance testing, a software flaw was identified. What should the business analyst do next as part of the root cause analysis in order to analyze and resolve the discrepancy?

A. Create a functional decomposition.
B. Create a fishbone diagram.
C. Create a Delphi estimation.
D. Create an interface analysis.

Answer: B

NEW QUESTION 6

A business analyst anticipates receiving requirements changes. What should the business analyst do to avoid scope creep?

A. Meet with the stakeholder and discuss timeline impact.
B. Refer changes to the project manager.
C. Implement only the original requirements.
D. Define a requirements baseline and implement a change control process.

Answer: D

NEW QUESTION 7

Which of the following tools will help facilitate the decision-making process when stakeholders do not agree on the value of an initiative?

A. PEST analysis
B. Feasibility analysis

C. Gap analysis
D. Force-field analysis

Answer: B

NEW QUESTION 8
A project team has completed the system use cases along with accompanying screen mockups. The business analyst schedules a review meeting with the client team to walk through the artifacts.
What is the purpose of this meeting?

A. To verify that the system is aligned with the quality requirements
B. To validate that the documents are aligned with the solution requirements
C. To validate that the system is aligned with the stakeholder requirements
D. To verify that the documents are aligned with the transition requirements

Answer: C

NEW QUESTION 9
Company A has been awarded a contract to finalize the development of a product that Company B was not able to finish. The business analyst is given a copy of the documentation left by Company B.
To which of the following documents should the business analyst pay the most attention to ensure the project succeeds this time?

A. Application design documentation
B. Business use cases
C. Test case documentation
D. Clauses in the contract

Answer: D

NEW QUESTION 10
When faced with a tight timeline, the project sponsor suggests that the project team start development without creating traceability artifacts What should the business analyst do?

A. Start development activities without traceability items.
B. Explain the value of requirements traceability.
C. Negotiate for a quick approval of a reduced set of traceability artifacts.
D. Eliminate traceability activities for the project.

Answer: B

NEW QUESTION 10
A business analyst and stakeholders have completed documentation of the acceptance criteria for the requirements of a new vehicle leasing database A concern is raised that some of the key performance indicators may not validate the desired benefits of the implementation.
What should the business analyst do to ensure that the business need can be validated?

A. Document a constraint.
B. Document a business rule.
C. Document a defect.
D. Document an assumption.

Answer: B

NEW QUESTION 14
The business analyst generated a design specification for a new product. What is the best type of formal review to conduct with the customer to establish an approved requirements baseline?

A. Production readiness review
B. System requirements review
C. Critical design review
D. Test readiness review

Answer: B

NEW QUESTION 19
The business analysts have concluded a requirements elicitation workshop. They now need to define rationale for each requirement. Which of the following pairs of items would be important to include in the
rationale?

A. Reasons and assumptions
B. Product vision and operational relationships
C. Stakeholder impact and design decisions
D. Functional relationships and work breakdown structure code

Answer: A

NEW QUESTION 24

A business analyst has been assigned to a project team that is redesigning the company's website The business analyst has been documenting the relationships between requirements and has found requirements that do not trace to a business need.
Which type of requirements are these?

A. Out-of-scope
B. Tested
C. Implemented
D. In-scope

Answer: A

NEW QUESTION 28
A business analyst is working with the project manager, company auditors, and project stakeholders to determine whether formal signoff should be required for the project. For which reason would the business analyst recommend formal signoff to the group?

A. The organization follows an iterative project life cycle.
B. The project impact is contained within a small department of the company.
C. The industry is unregulated.
D. Errors in the product could result in financial solvency.

Answer: C

NEW QUESTION 29
The document that defines the process for managing requirements revisions is the:

A. change management plan.
B. communications management plan.
C. project management plan.
D. scope management plan.

Answer: A

NEW QUESTION 34
How can a SWOT analysis help when deciding between several possible options to address a business problem?

A. It can help the stakeholders identify the strengths and weaknesses of each option.
B. It can help the product owner to determine opportunity cost of not choosing an option.
C. It can help the project sponsor to determine the valuation of each option.
D. It can help the stakeholders to determine how to avoid the threats of each option.

Answer: A

NEW QUESTION 38
After reviewing a business case, project goals, and objectives, a business analyst determines that the organization prefers taking an exploratory approach to finding the solution that best meets the business need. Which approach best aligns with the business need for this organization?

A. Analytical approach
B. Plan-driven approach
C. Waterfall approach
D. Change-driven approach

Answer: D

NEW QUESTION 43
The business analyst wishes lo clarify the project's key business drivers and ensure that requirements can be prioritized to provide maximum business value.
Which question should the business analyst ask of stakeholders to help obtain this clarification?

A. What is the business need?
B. Which functional areas are impacted?
C. How is the organizational chart structured?
D. Which stakeholders have the most influence?

Answer: A

NEW QUESTION 47
A company is working on implementing a software application. They are converting their complex, m-house processes into the new system. The business analyst has been asked to analyze the processes.
Which technique should be followed?

A. MoSCoW
B. Interface analysis
C. Feasibility analysis
D. Requirements traceability

Answer: B

NEW QUESTION 48
The business analyst has been assigned to a project involving a low number of stakeholders. Which technique should be used to elicit requirements?

A. Survey
B. Document analysis
C. Interview
D. Interface analysis

Answer: C

NEW QUESTION 51
A business analyst created requirements for production of a product extract file for several systems. After reviewing the complex systems and dividing the processes into manageable tasks, the business
analyst is able to identify the tasks required to implement the deliverable. Which analysis technique has the business analyst used?

A. Organization
B. Dependency
C. Interface
D. Decomposition

Answer: D

NEW QUESTION 55
A business analyst has been assigned to a project that will design and build two new bridges and. at the same time, redesign a failing bridge for a local structural engineering company. All three bridges must be constructed and meet all safety requirements before flood season next spring.
How would the business analyst define the scope of this project?

A. Perform a structured walkthrough.
B. Perform a feasibility study.
C. Perform process modeling.
D. Perform a work breakdown structure.

Answer: D

NEW QUESTION 60
A sponsor requests a new requirement The business analyst explains that most of the information needed for this requirement does not exist and that the requirement cannot be implemented. The business analyst recommends deferring the requirement until the needed information is available and then adding it to a subsequent project The sponsor agrees. What should the business analyst do next?

A. Mark the requirement as complete so that it is not forgotten.
B. Bring the subsequent project to the change control board (CCB).
C. Communicate that the status of this requirement has changed.
D. Ask the stakeholders to review the requirement before any other action is taken.

Answer: D

NEW QUESTION 64
A business analyst has been assigned to Project Y. After a requirements gathering session, the project manager asks the business analyst to identify which requirements would be considered in scope and out of scope, based on the business need.
What document should the business analyst use to determine the relationship of the requirement to the business need?

A. Requirements package
B. Traceability matrix
C. Requirements management plan
D. Reliability matrix

Answer: B

NEW QUESTION 69
A project team has been assembled to streamline accounts payable processes in all divisions of the company. As part of the planning activities, the business analyst is working to identify stakeholders.
Which of the following techniques would the business analyst use to identify stakeholders?

A. Brainstorming
B. Estimation
C. Prototyping
D. State diagram

Answer: A

NEW QUESTION 72
A business analyst is conducting a cost-benefit analysis of potential solution options. The stakeholders have indicated that the estimated growth rate is very important to them.
Which technique will allow the business analyst to determine this information?

A. Net present value (NPV)
B. Internal rate of return

C. Return on investment (ROI)
D. Payback period

Answer: A

NEW QUESTION 76
A business analyst is assigned to the lead analyst role for a project. This project is one of the largest in the history of the company and includes several components and complex interfaces. The system in development will be used by a wide variety of stakeholders.
Which tool should the business analyst use to trace the large number of requirements that will be generated by this project?

A. Process model
B. Configuration management system
C. Sequence diagram
D. Data dictionary

Answer: B

NEW QUESTION 80
Which of the following is the best approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and discussed
as they develop?

A. Waterfall
B. Linear
C. Iterative
D. Agile

Answer: D

NEW QUESTION 83
When managing a product backlog, which statement best describes how to determine the value of backlog items?

A. The stakeholders provide input about backlog value when the item is first identified.
B. The stakeholders do not typically play a major role.
C. The stakeholders provide recommendations with the product owner having the final say.
D. The stakeholders follow the value-ranking criteria.

Answer: C

NEW QUESTION 86
A business analysl assigned lo review lest output for a project realizes that an approved requirement has been missed. Which technique could the business analyst have used to ensure that requirements were delivered as stated?

A. Use cases
B. Requirements management plan
C. Traceability matrix
D. Work breakdown structure

Answer: C

NEW QUESTION 91
After several meetings with different groups of users, a business analyst has gathered the requirements for a large IT project Now, the business analyst needs to document those requirements in a way that is clearly understood by the development team and provides enough information to check if the requirement has been met.
Which of the following would work best in this case?

A. Flow chart
B. Prototyping
C. User steles
D. Functional specifications

Answer: C

NEW QUESTION 96
Company A has initialed a project to update their online ordering system. The business analyst has noticed that the purchasing department, a primary stakeholder. is excluded from the list of stakeholders.
In which reference matenal can the business analyst find information about the missing project stakeholders?

A. Business case
B. Business analysis plan
C. Organizational chart
D. Business analyst communication plan

Answer: B

NEW QUESTION 101

A national company with offices in every stale in the country has deployed a solution to allow employees to view their health benefits online. The business analyst on the project team is validating solution results to assess whether or not the solution has achieved the desired business result.
Which is the best technique to gather information from employees regarding their satisfaction with the solution?

A. Interface analysis
B. Focus groups
C. Survey
D. Organization modeling

Answer: C

NEW QUESTION 106
A stakeholder requests to add new critical requirements the day before the scheduled baseline requirements approval meeting The stakeholder insists that these requirements must be taken into account despite time and budget constraints.
What is the most effective way to manage this situation?

A. Ask for more resources to manage this change and justify these additional resources with the value the change will give to the company.
B. Discuss the change with stakeholders during the baseline approval meeting and ask them to approve the new baseline.
C. Share the new requirements with all stakeholders and ask them to submit their comments before the meeting.
D. Postpone the baseline approval meeting, analyze the impact, and schedule a new meeting to discuss dependencies and priorities with stakeholders.

Answer: D

NEW QUESTION 108
A business analyst needs to estimate the effort associated with project requirements. However, the lack of detail is concerning. What technique could the business analyst use to help alleviate this concern?

A. Context diagram
B. Decomposition model
C. Swimlane diagram
D. Business analysis work plan

Answer: B

NEW QUESTION 110
After conducting a brainstorming session with a group of project participants, the business analyst feels that the elicited requirements are biased Which tool or technique could be used to gain an objective, first-hand insight into tasks and activities that are difficult to describe?

A. Observation
B. Document analysis
C. Questionnaires and surveys
D. Traceability matrix

Answer: A

NEW QUESTION 113
When determining the value of a business case, which tool or technique should be used?

A. SWOT analysis
B. Variance analysis
C. Feasibility analysis
D. Cost-benefit analysis

Answer: D

NEW QUESTION 117
What is one benefit of documenting the change control process?

A. Stakeholders understand the difficulty of managing requirements.
B. Stakeholders are shielded from how changes are assessed.
C. Stakeholders know how to request changes.
D. Stakeholders have a schedule of changes to be deployed.

Answer: C

NEW QUESTION 119
Which technique or tool is used to obtain acceptance of the delivered product?

A. Inspection
B. Contextual inquiry
C. Facilitated workshops
D. Expert Judgment

Answer: A

NEW QUESTION 122

During a requirements workshop, sponsors and managers from different departments express varying points of view and priorities about the product's functions and requirements. The business analyst struggles with facilitating the group to reach an agreement.
What should the business analyst have defined to avoid this?

A. Decision-making process in the business analysis plan
B. Communications approach in the business analysis plan
C. Communications approach in the project management plan
D. Decision-making process in the project management plan

Answer: B

NEW QUESTION 123
Which function involves auditing both the quality requirements to resolve discrepancies and the results of quality control measurements to ensure that appropriate quality standards and operational definitions are being used?

A. Quality assessment
B. Quality control
C. Quality management
D. Quality assurance

Answer: D

NEW QUESTION 128
A business analyst is ready lo begin requirements elicitation; however, stakeholders are not available to participate for another two weeks. Which elicitation technique should the business analyst use during
this time?

A. Cost-benefit analysis
B. Benchmarking
C. Brainstorming
D. Document analysis

Answer: D

NEW QUESTION 133
The technology department identified a defect in the company's software, which leads to an increase in human resource requirements to perform manual transactions as a workaround for tasks that should have been automated. The company begins losing money, so it hires a business analyst to produce a business case that outlines the problem/opportunity, potential options, and a recommendation for how to proceed.
Which of the following analyses must the business analyst perform in order to complete the business case and arrive at a solid recommendation"?

A. Risk
B. Gap
C. SWOT
D. Cost-benefit

Answer: D

NEW QUESTION 136
A company has developed a new product for a customer. The customer provided a specification, but the company did not produce the system requirements in the verification matrix.
The customer is having difficulty determining if the product is meeting the requirements during the test event because the:

A. customer did not adequately review the test procedure before the test.
B. test engineer is not communicating effectively with the customer.
C. customer cannot make this determination until the entire test is complete.
D. requirements in the technical specification are unclear and ambiguous.

Answer: D

NEW QUESTION 140
A major stakeholder of a project is surprised to learn that a particular requirement was not implemented during the latest launch. The business analyst tells the stakeholder that the requirement status was changed to "deferred."
What could have prevented the stakeholder from being surpnsed about the status change?

A. The status should have been reviewed prior to project launch.
B. The status should have been communicated to the requirement's source.
C. The status should have been updated in the traceability matrix.
D. The status should have been communicated to all project stakeholders.

Answer: D

NEW QUESTION 143
A business analysis team has collected the mam business requirements from the major stakeholders of a project. The team wants to be sure that each stakeholder has a clear understanding of the areas of analysis that will be in scope.
Which model should the team employ to ensure the most effective representation of analysis boundary?

A. Entity relationship diagram

B. Context diagram
C. Data flow diagram
D. State diagram

Answer: B

NEW QUESTION 145
The business analyst is in the process of implementing a solution for a customer. The team is having difficulty confirming if certain requirements have been met. What could have caused this issue?

A. The test engineer has not properly communicated requirements to the team.
B. Acceptance criteria for the requirements were not measurable.
C. Requirements were not adequately reviewed with the project sponsor.
D. Not all stakeholders were involved during requirements elicitation

Answer: B

NEW QUESTION 147
A company wants to procure a tool to improve customer satisfaction and loyalty. Which of the following documents would provide basis for analyzing vendor products?

A. Project charter
B. Business case
C. Survey
D. Storyboard

Answer: C

NEW QUESTION 152
A company has completed a major project within time. cost, and scope and satisfied high-level quality standards and marketing requests. However, the product was considered a complete failure by shareholders and the market due to low return on investment
From the business analysis perspective, the main reason for this business failure was a failure to:

A. gather the appropriate usability requirements
B. set the product positioning
C. establish measurable success criteria in the business case
D. review and evaluate market expectations

Answer: C

NEW QUESTION 153
A business analyst is trying to complete the requirement documentation of a project and finds that the developers have started development The business analyst should first facilitate the:

A. requirements sign-off with the customer.
B. requirements acceptance with the customer.
C. requirements gathering workshops with the stakeholders.
D. requirements validation with the testers.

Answer: A

NEW QUESTION 155
Two weeks prior to the delivery date, a customer changes the business requirements. What should the business analyst do?

A. Ask the developers to implement the changes.
B. Deliver the existing product and then begin work on the requested changes.
C. Trace the requirements and measure the impact of the requested changes on the existing delivery date.
D. Schedule a review by the change control board (CCB) to determine next steps.

Answer: C

NEW QUESTION 160
The project sponsor needs lo know which requirements will be implemented. Which of the following would be the most valuable for a business analyst to provide?

A. Requirements trace^bility matrix
B. Requirements impact analysis
C. Requirements management plan
D. Requirements baseline document

Answer: A

NEW QUESTION 161
The business analyst has been assigned to a project which delivers functionality for a much larger solution. The project has many requirements but has not received adequate funding. In addition, the stakeholders' views conflict.
Which tools and techniques should the business analyst use to maximize business value while establishing the requirements baseline?

A. Decision trees, weighted matrix, and context diagrams
B. Stakeholder register, decision tree, and capability matrix
C. Weighted matrix, process flow, and organizational chart
D. Traceability matrix, context diagrams, and scope document

Answer: A

NEW QUESTION 164
A business analyst for Company A has been assigned to a three-year project to assist health insurance Company B with implementing and testing a new set of medical codes. The business analyst has identified many stakeholders who will participate in the project. For example,Company A will designate technical staff to write and code the requirements and provide a testing team to test the new functionality. The senior director of Company B will require weekly progress updates. The project manager from Company A will create project plans, schedule meetings, and provide meeting minutes.
In the scenario above, what is the role of the technical staff and testing team from Company A?

A. Consult
B. Inform
C. Accountable
D. Responsible

Answer: D

NEW QUESTION 167
A business analyst has started a project for a system enhancement. In order to determine how the requirements will be approved, the business analyst schedules a meeting with the stakeholders to discuss the proposed approval process.
Which measure of effective decision making allows the business analyst to finalize the process for requirement approval?

A. The requirements approval process is documented.
B. The requirements verification process is documented
C. The requirements elicitation process is documented.
D. The requirements validation process is documented.

Answer: A

NEW QUESTION 171
Which of the following actions will contribute most to the success of the initial stage of the project?

A. Document the requirements and obtain sign-off.
B. Establish the change control process of the project.
C. Interview stakeholders to clearly define the problem.
D. Define the acceptance criteria required during the acceptance phase.

Answer: C

NEW QUESTION 174
A major stakeholder wants to know how the implementation of new features in the development of a product is progressing. Which of the following should be reported to the stakeholder?

A. Number of requirements tested and approved
B. Distribution of project changes
C. Requirements status during the project development cycle
D. Number of requirements approved v
E. number of requirements rejected

Answer: A

NEW QUESTION 179
Which tool should be used to improve the communication of product needs with the stakeholders and to improve their understanding?

A. Document management system and a relationship matrix that groups all related documents
B. Workflow management tool that documents the flow of information
C. Modeling tool integrated into a version control feature that ensures that team knowledge is captured
D. Requirements management tool that documents requirements and their properties and relationships

Answer: A

NEW QUESTION 180
Inthe middle of a project, a new requirement was added to the scope. The business analyst must determine if any impacts, dependencies, or risks are associated with the addition to the scope.
What task should the business analyst perform in order to identify these impacts?

A. Manage assumptions and constraints.
B. Manage solution scope.
C. Manage requirements prioritization.
D. Manage requirements traceability.

Answer: A

NEW QUESTION 184
When a change request is received, the business analyst is responsible for:

A. analyzing the impact on business and underlying systems.
B. ensuring that change-related incidents are minimized in production.
C. prioritizing and scheduling the changes requested.
D. analyzing the impact to the project schedule and budget.

Answer: A

NEW QUESTION 189
The business analyst is seriously concerned about the possibility of differing interpretations of data items mentioned in the requirements documents. Which course of action should the business analyst take to minimize the risk of misunderstanding?

A. Write a data dictionary that accompanies the requirements specification.
B. Ask the development teams for a formal acceptance of the requirements specification.
C. Hold a workshop with the development teams to explain the details of the requirements specification.
D. Plan a peer review of the requirements specification.

Answer: C

NEW QUESTION 192
A project affects Ihe marketing unit and procurement unit The project manager gives the business analyst an overview of the project for the first time. What should the business analyst do immediately after the discussion?

A. Schedule time with the process owners.
B. Develop an issues log.
C. Assess the risks for the project.
D. Put the information into a project plan.

Answer: C

NEW QUESTION 195
Which of the following is a properly written requirement statement?

A. The pot shall be lightweight and heat up quickly.
B. The pot shall be manufactured in the following colors: yellow, red, brown, blue.
C. The pot shall be usable in the oven or on the stove.
D. The pot shall prominently display the company brand.

Answer: B

NEW QUESTION 197
A new project is in the planning phase. The business owner believes that, since the timeline is aggressive, requirements elicitation should begin as soon as possible. Which activity should the business analyst initiate before beginning requirements elicitation?

A. Document how the relevant systems interact.
B. Draft a high-level data model.
C. Prepare the requirements traceability matrix.
D. Define how the solution will be evaluated.

Answer: A

NEW QUESTION 202
A project team delivers a solution based on the approved requirements and is confident that it meets the defined acceptance criteria. What should the business analyst do to obtain signoff?

A. Refer to the RACI matrix to identify who is responsible for signoff.
B. Contact the stakeholder who provided the majority of requirements in the traceability matrix.
C. Contact the sponsor
D. No signoff is necessary.

Answer: A

NEW QUESTION 204
The quality function deployment is best suited to assist in the process of:

A. controlling the effects between the quality functions,
B. quality assurance by structuring the quality audits.
C. relating the product features to customer value,
D. quality control by determining the control charts and the run charts.

Answer: C

NEW QUESTION 208

A business analyst is working on a system enhancement project and has completed the requirements according to the requirements management plan. The business analyst is now ready to request approval from the stakeholders.
How should the business analyst obtain approval?

A. Provide a defect tracking log for review.
B. Conduct a formal or informal review of the requirements.
C. Send an email requesting approval of requirements.
D. Create and maintain an audit history log of changes to requirements.

Answer: B

NEW QUESTION 212
One of the main purposes for creating a requirements traceability matrix is to:

A. track the project solution scope.
B. track how requirements can be connected to the solution.
C. provide test cases to validate solution deliverables.
D. document stakeholder approval of project requirements.

Answer: B

NEW QUESTION 217
Change control systems include provisions to implement changes without formal review in the event of an emergency. When this provision is utilized:

A. changes can be applied without further managerial involvement.
B. changes must still be documented and captured.
C. the risk associated with the change is not evaluated.
D. a change control board should be established

Answer: A

NEW QUESTION 219
Company A would like to enter into a new market. The business analyst has been assigned lo a project for which nobody in Company A has any prior experience. The project manager has asked the business analyst to assist in resource planning.
What should the business analyst recommend to the project manager?

A. Review the business case to reconsider the project.
B. Ask the sponsor for more resources.
C. Hire external subject matter experts for the core project team.
D. Ask the developer's team manager for more resources

Answer: C

NEW QUESTION 222
Once the requirements are compared to internal and external quality standards, what should the business analyst do next?

A. Set the priority of the requirements.
B. Communicate the requirements to stakeholders.
C. Ensure that the requirements are validated.
D. Baseline the requirements.

Answer: C

NEW QUESTION 224
Which of the following can be used to determine if requirements align to the product's objectives?

A. Business use cases
B. Context diagrams
C. Five Whys
D. Activity network diagrams

Answer: A

NEW QUESTION 228
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