

PMI

Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)



NEW QUESTION 1

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 2

Which of the following is a method for requirements change control?

- A. Requirements management
- B. Baselineing
- C. Scope analysis
- D. Communication management

Answer: B

NEW QUESTION 3

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 4

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 5

A business analyst has been asked to investigate a problem. This investigation will provide input towards developing a business case. The business analyst wants to first understand the company's current business processes. Which technique should the business analyst use?

- A. User stories
- B. RACI matrix
- C. MoSCoW
- D. Observation

Answer: A

NEW QUESTION 6

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 7

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 8

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 9

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 10

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 10

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 13

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 16

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 19

The project team is working on test scripts to test a solution. Which source can be used for building tests of end-to-end business processes across business functions and systems?

- A. Context diagram
- B. Prototype model
- C. Use case
- D. Feature model

Answer: A

NEW QUESTION 24

Which technique allows the collection of the maximum number of ideas on a subject from a group without considering the validity or practicality of the ideas?

- A. Surveying
- B. Brainstorming
- C. Interviewing
- D. Prototyping

Answer: A

NEW QUESTION 28

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 31

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 36

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 40

The business analyst wants to ensure that requirement changes can be formally tracked after the product is baselined. What will the business analyst need to evaluate the proposed change?

- A. Impact analysis
- B. Pareto analysis
- C. Requirements management plan
- D. Scope statement

Answer: A

NEW QUESTION 42

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 47

A company uses a prioritization range of 1-10. in which 10 represents the highest or best. According to the information from the table, which option should the business • analyst recommend?

ID	Description	Functionality		Cost	
		Weight	Score	Weight	Score
1	Custom solution	7	10	3	1
2	Off-the-shelf solution	7	5	3	10
3	Customized off-the-shelf solution	7	10	3	3
4	Software as a service	7	7	3	5

- A. 1
- B. 3
- C. 4
- D. 2

Answer: C

NEW QUESTION 50

To reduce the amount of time and effort needed to create a product specification for a project, the business analyst plans to reuse:

- A. requirements
- B. qualitative analysis
- C. quantitative analysis
- D. risk assessments.

Answer: A

NEW QUESTION 52

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 57

A company wants to improve the service to its customers by reducing complaint response time by 40%. To achieve this goal, it is necessary to redesign and optimize their internal processes and support it with a new product. The client thinks that disruption and short-term loss of productivity is inevitable. Where can the business analyst best reflect the intangible costs associated with this change?

- A. In the business case
- B. In the balanced score card chart
- C. In the requirements specification document
- D. In the pay-back analysis

Answer: A

NEW QUESTION 58

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 61

A business analyst is leading a project to implement automated order entry software at a local pizza restaurant. The business analyst has very little information about the project the ordering process takes too long and often ends in incorrect orders.

What step should the business analyst take next?

- A. Identify testing resources to support the implementation.
- B. Schedule a requirements gathering sessions with the manager of the ordering department.
- C. Select the software to implement and start working with the technical resources.
- D. Request information on the current ordering process and compare it with other companies.

Answer: D

NEW QUESTION 62

After analyzing a set of requirements documents, it is determined that the requirements are not yet ready for peer review. This was most likely caused by:

- A. the requirements not providing all of the information needed to define the work.
- B. the requirements documents having not yet received sign-off from the sponsor.
- C. the requirements' reference codes not tracing to the attribute numbers in the work breakdown structure.
- D. some requirements having not yet been discussed in a work group session.

Answer: A

NEW QUESTION 64

Midway through the requirements gathering phase, a stakeholder informs the business analyst that a requested requirement does not address the solution. The stakeholder wants to know who made the request. The business analyst spends hours searching emails to identify the requestor. What should the business analyst have documented?

- A. Sponsor approval in the requirements traceability matrix
- B. Roles and responsibilities in the RACI matrix
- C. The source in the RACI matrix
- D. The source in the requirements traceability matrix

Answer: B

NEW QUESTION 67

A business analyst is discussing the acceptance criteria for a new measurement system with the operations manager. The operations manager is particularly concerned about the accuracy of the new system because mistakes in data measurements could be extremely costly to fix. Which of the following is the best strategy to define the appropriate acceptance criteria?

- A. Quantify the risks associated with the measurement errors and update the risk register.
- B. Ask the operations manager to formally accept the requirements documents.
- C. Plan a training session for the new system before it is handed over to the operations manager.
- D. Clearly define the maximum acceptable error rate for the new system.

Answer: D

NEW QUESTION 70

A business analyst assigned to review test 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 71

A new product was designed and delivered to the customer. The product exceeded customer expectations but did not meet the baseline budget for the product. What could be the issue?

- A. There is no issue since the product exceeded the customer expectations.
- B. Risks identified in the risk management plan were not addressed properly.
- C. The sponsor approved the release of the product without reviewing the budget.
- D. Requirements were not properly traced and monitored.

Answer: C

NEW QUESTION 75

The business analyst has worked with the stakeholders to capture their views of organizational improvement for the company. It would be best to align these with the:

- A. requirements traceability matrix
- B. vision/scope document
- C. work breakdown structure
- D. project charter

Answer: B

NEW QUESTION 76

Company A has initiated 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 material 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 81

A company is working on the next big release of their best-selling product. The requirements will be validated through in-person validation sessions. What would be the most viable technique to use in this scenario?

- A. A review of the previous version
- B. A brainstorming session
- C. A review of the solution prototype
- D. A use-case development session

Answer: B

NEW QUESTION 84

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 85

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 90

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 93

Which tool is the most appropriate to aid in development of measurable and actionable requirements for a new project?

- A. Use case diagram
- B. Activity-on-node diagram
- C. Network diagram
- D. Entity relationship diagram

Answer: A

NEW QUESTION 98

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 100

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 102

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 104

A business analysis team has collected the main 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 105

A business analyst is assigned to a business process re-engineering project. In addition to planning a workshop to elicit requirements, the business analyst wants to send out a survey to gather data to use in a statistical analysis on user satisfaction with the current business process.

Which of the following types of surveys would be most appropriate to create and why?

- A. A closed-ended survey to pose several multiple choice questions and ask the users if the current business process is correct
- B. An open-ended survey to allow users the opportunity to explain their opinions on the current business process
- C. An open-ended survey to collect different opinions on the current business process
- D. A closed-ended survey using the Likert scale to rank specific areas of the current business process

Answer: A

NEW QUESTION 109

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 112

Company A is working on implementing a new platform with multiple stakeholders. The business analyst has gathered the requirements and established a baseline. However, scope creep is a persistent problem.

What could the business analyst have established to help manage this situation?

- A. Configuration management system
- B. Sponsor signoff
- C. Change control process
- D. Communication plan

Answer: C

NEW QUESTION 114

Which of the following techniques is used to identify ambiguous or unverifiable requirements?

- A. Team peer review
- B. Fishbone analysis
- C. Resource checklist
- D. Traceability matrix

Answer: D

NEW QUESTION 118

When eliciting requirements, a good time to consider using the interviewing method is when:

- A. assembling a requirements traceability matrix.
- B. there is not enough time to gather requirements from many different sources.

- C. there are communication challenges among stakeholders.
- D. attempting to obtain sign-off on requirements from stakeholders.

Answer: C

NEW QUESTION 121

A company's management team has decided to deploy a new product. However, there is concern that users may not accept a new product that forces them to change existing practices.
The business analyst should:

- A. delay the application's deployment until the conflicts have been resolved.
- B. voice user concerns to management and recommend that the project be closed.
- C. adhere to the project plan to achieve project objectives.
- D. clearly communicate project objectives and attempt to defuse tensions.

Answer: D

NEW QUESTION 122

A business analyst has captured all of the requirements from the various stakeholders within the organization and has compiled them into a complete list. After reviewing the list of requirements with the stakeholders, it is determined that the list of requirements is too large and will exceed the allotted budget.
Which tool or technique should the business analyst use with the stakeholders to prioritize the requirements to determine which requirements are approved, deferred, or rejected?

- A. SMART Goals
- B. Timeboxing Analysis
- C. MoSCoW Analysis
- D. SWOT Analysis

Answer: C

NEW QUESTION 124

Which tool can be used to analyze how the system responds to various combinations of input conditions with the probability of each outcome?

- A. Expected monetary value
- B. Decision tree
- C. Weighted criteria
- D. Functional decomposition

Answer: B

NEW QUESTION 125

What should be done to ensure that the product design meets the stated requirements?

- A. Engage an experienced development team.
- B. Use a traceability matrix.
- C. Conduct multiple internal design reviews.
- D. Review lessons learned results.

Answer: C

NEW QUESTION 128

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 132

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 137

An organization is in the process of replacing its current system. The business analyst is charged with ensuring that all current connections to other systems remain functional after the upgrade.

What analysis should the business analyst conduct to facilitate a successful migration?

- A. Document
- B. User interface
- C. Interface
- D. Systems

Answer: C

NEW QUESTION 142

What are some of the components of a requirements management plan?

- A. Requirements work plan, requirements definition, and traceability matrix template
- B. Requirements definition, functional and non-functional requirements, and decision-making process
- C. Requirements work plan, prioritization process, and traceability matrix template
- D. Requirements definition, requirements attribute template, and traceability matrix template

Answer: C

NEW QUESTION 146

A business analyst has incorporated all the relevant feedback from stakeholders in the business analysis plan. Which next step should the business analyst take?

- A. Start documenting requirements
- B. Start implementing the project.
- C. Obtain approval on the plan.
- D. Store the document for safe keeping

Answer: A

NEW QUESTION 147

The project team is early in the development phase of a new product. The project will need to be completed on a tight timeline and with a lean budget. What should the team do to reduce the risk of rework?

- A. Perform a Pareto analysis on the requirements.
- B. Validate the requirements before continuing with development.
- C. Organize a new elicitation workshop.
- D. Ask the project sponsor to prioritize the requirements

Answer: B

NEW QUESTION 151

A company has just finished the development work for a new software sales tracking application and is in the process of validating that the new application meets all of the acceptance criteria defined for the business requirements. During the validation process, a stakeholder discovers that the application does not provide the selection criteria needed to produce the sales volume reporting required by the company's financial department. The business analyst for the project determines that the selection criteria needed was not specified in the system requirements or design specifications.

Which of the following tools and/or techniques might be used by the business analyst to determine how the selection criteria requirement was missed?

- A. Cause and effect diagram, brainstorming, and/or the Five Whys
- B. Root cause analysis, fishbone diagram, and/or the Five Whys
- C. Scope modelin
- D. Ishikawa diagram, and/or the Five Whys
- E. Root cause analysis, problem tracking, and/or benchmarking

Answer: B

NEW QUESTION 154

A project team has been assembled to reduce production costs. The business analyst is working with the project team to review and approve requirements. A stakeholder from the assembly line area has an issue with one of the requirements since it is dependent on using existing equipment that is set to be retired within the next six months.

Which of these techniques would the business analyst use to manage issues identified by stakeholders with requirements to ensure that those issues are resolved?

- A. Interviews
- B. Process modeling
- C. Problem tracking
- D. Estimation

Answer: C

NEW QUESTION 159

When modeling processes or analyzing tasks, business rules can be uncovered by asking about:

- A. tasks that overlap with each other.
- B. work that may be performed out of sequence.
- C. task transitions that hinder organizational performance.
- D. reasons for choosing a particular course of action.

Answer: D

NEW QUESTION 162

A business analyst has received a test result report that shows evidence of defective functionality. The business analyst checks the test result again and verifies that the functionality behaves according to the requirements.

At this point, the business analyst should first:

- A. let the users decide if the test result is acceptable.
- B. ask the tester to perform the test again.
- C. change the requirement according to the test result.
- D. verify that the test case is incorrect.

Answer: D

NEW QUESTION 167

The test team is reviewing requirements that were written for Project A. They are having difficulty determining if the test results meet the project needs. Which project artifact could the test team review to help identify acceptance criteria?

- A. RACI chart
- B. Use cases
- C. Project scope
- D. Delphi outcome

Answer: C

NEW QUESTION 171

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 172

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 175

A startup company sells organic vegetable and fruit smoothies. Management is tracking a rapid decrease in sales of their best-selling juice, so they contract a business analyst to identify solutions in order to increase sales by comparing similar products offered by competitors.

Which technique or tool should be used?

- A. Focus group
- B. Benchmarking
- C. Competitive analysis
- D. Trend analysis

Answer: C

NEW QUESTION 180

A business analyst is working on a project to implement a new call management system for a help desk. They expected the average time interval to answer a call to decrease over time, but the interval has increased instead.

Which technique should the business analyst use to investigate the problem?

- A. Root cause analysis
- B. Interviews
- C. Observation
- D. Process modeling

Answer: A

NEW QUESTION 185

.....

Thank You for Trying Our Product

We offer two products:

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questions and Answers in PDF Format

PMI-PBA Practice Exam Features:

- * PMI-PBA Questions and Answers Updated Frequently
- * PMI-PBA Practice Questions Verified by Expert Senior Certified Staff
- * PMI-PBA Most Realistic Questions that Guarantee you a Pass on Your FirstTry
- * PMI-PBA Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

100% Actual & Verified — Instant Download, Please Click
[Order The PMI-PBA Practice Test Here](#)