

## Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)

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#### NEW QUESTION 1

A company is pleased with its delivered solution and reports that it has heard only minimal complaints for the first three months of use. How can the business analyst determine how well the solution meets the business case?

- A. Ask the sponsor for feedback.
- B. Conduct a user survey.
- C. Survey the project.
- D. Compare the results of day-m-the-life (DITL) testing and integration testing.

**Answer:** A

#### NEW QUESTION 2

The business managers had clearly stated that the delivered website must simultaneously accommodate millions of users around the globe. However, within the first week of the production launch, the website crashes frequently. This situation could have been averted if:

- A. critical business requirements were accommodated and tested.
- B. nonfunctional requirements were identified and tested
- C. quality attributes were captured and tested.
- D. essential product requirements were captured and tested.

**Answer:** B

#### NEW QUESTION 3

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 4

A system enhancement project has been initiated to address the concerns of an external group of stakeholders not included in the first release. What should be done to ensure stakeholder satisfaction with the enhancement?

- A. Engage all stakeholders early in the requirements gathering phase to define acceptance criteria.
- B. Solicit feedback and add requirements to the project backlog.
- C. Provide all signed-off project documentation to the stakeholders for information purposes only.
- D. Request that the project manager identify all affected project stakeholders.

**Answer:** A

#### NEW QUESTION 5

A stakeholder wants to modify an existing feature. Which of the following would be used to determine the scope of the change on the product?

- A. Project schedule and cost baseline
- B. Requirements attributes table
- C. Requirements traceability matrix
- D. Sequence diagram

**Answer:** C

#### NEW QUESTION 6

During the initial phase of a project, which technique could assist in identifying and categorizing the stakeholders?

- A. Business activity model
- B. RACI matrix
- C. Organization modeling
- D. Power/interest grid

**Answer:** D

#### NEW QUESTION 7

The software developers have delivered a completed solution. The quality assurance team has passed the solution. What should the business analyst do next?

- A. Conduct user acceptance testing.
- B. Conduct performance testing.
- C. Evaluate the solution with the sponsor(s).
- D. Evaluate the solution against the project charter.

**Answer:**

A

#### NEW QUESTION 8

Requirements elicitation for a project is occurring. The marketing, acquisition, and production departments want to include specific requirements. The CEO has a requirement to deploy in three months.

Which of the following actions will have a greater influence on the project success?

- A. Conduct a stakeholder analysis and balance requirements by understanding the relative power associated with each stakeholder group.
- B. Explain the situation to the CEO and try to obtain an extension of the contract for the actual time necessary to develop the system.
- C. Prioritize and develop the requirements of the marketing department since the project will impact a greater number of people.
- D. Estimate the effort required for each requirement and develop as many functionalities as possible.

**Answer:** A

#### NEW QUESTION 9

While preparing a business case, an experienced business analyst faces difficulty in deciding which of three different solution options to recommend. The senior vice president (SVP) who requested the business case favors an outsourced solution; however, an analysis favors a custom-developed solution, either built internally or using contract labor.

To prepare the recommendation, what should the business analyst do?

- A. Recommend the SVP's choice, as it is most likely to be adopted.
- B. Formulate a weighted-ranking matrix.
- C. Perform solution evaluation.
- D. Review the stakeholder analysis.

**Answer:** B

#### NEW QUESTION 10

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 10

After completing the requirements, the project manager and business analyst realize that the project scope is not feasible in the projected schedule. The business analyst needs to review the amount of work

the team is capable of delivering based on the approved project schedule. Which prioritization technique should the business analyst use?

- A. Multivoting
- B. Weighted ranking
- C. Time-boxing
- D. SWOT analysis

**Answer:** A

#### NEW QUESTION 15

During the project execution phase, the client requests the addition of a new feature. Which of the following would allow the business analyst to determine the impact for the specific requirement change?

- A. Requirements baseline
- B. Requirements management tool
- C. Requirements cards
- D. Requirements traceability matrix

**Answer:** D

#### NEW QUESTION 16

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 18

A business analyst is developing a traceability matrix to determine whether or not any gaps exist and to identify any discrepancies.

ID		Business Need	Status	Priority
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Which critical field is needed to ensure that the traceability matrix is usable?

- A. Status
- B. Hierarchy
- C. Requirements description
- D. Owner

**Answer: C**

**NEW QUESTION 23**

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 26**

How can a business analyst show progressive iterations of product development to stakeholders after the requirements baseline has been approved?

- A. Conduct requirement walkthrough sessions.
- B. Talk to distinct testing groups to check testing status.
- C. Create prototype proof-of-concept models.
- D. Review performance data with the project sponsor.

**Answer: C**

**NEW QUESTION 31**

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 34**

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 35**

What should a business analyst do after discovering that two solution requirements conflict?

- A. Perform an impact analysis and propose a lower-cost alternative.
- B. Update the requirements baseline and upload it to the project repository.
- C. Consult the sponsor(s) and log the constraint.
- D. Communicate the conflict to stakeholders and facilitate a resolution.

**Answer: D**

**NEW QUESTION 36**

An organization is evaluating the possibility of conducting business internationally. Which factors should be investigated at the onset of the initiative?

- A. Impacts on requirements baseline
- B. Change control processes
- C. Deliverables to be produced
- D. External dependencies

**Answer: D**

#### NEW QUESTION 38

Which document best provides the boundaries for product development?

- A. Requirements baseline
- B. Project plan
- C. Scope document
- D. Scope definition

**Answer:** A

#### NEW QUESTION 41

The stakeholders for a newly approved project are subject matter experts who are very knowledgeable in the client's business and will provide the project requirements. The project team scheduled separate sessions with each subject matter expert to identify and prioritize the requirements. Which technique is being used?

- A. Delphi technique
- B. Idea and mind mapping
- C. Workshop sessions
- D. Brainstorming

**Answer:** C

#### NEW QUESTION 45

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 48

A business analyst is working on a project's acceptance criteria. In an early collaboration with the company's stakeholders, the business analyst identified several user groups within the company:

"Purchaser," "Shipper," "Customer," and "Agent." These user groups categorize stakeholders with similar needs and create a detailed narrative.

Which technique did the business analyst use for evaluating the solution's acceptance criteria?

- A. Stakeholder analysis
- B. Job analysis
- C. Persona analysis
- D. Risk analysis

**Answer:** C

#### NEW QUESTION 49

A type of requirements document that would be the most valuable to a database administrator would be:

- A. a data flow diagram.
- B. an entity relationship diagram
- C. an object diagram.
- D. a business process diagram.

**Answer:** B

#### NEW QUESTION 50

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 51

Last year, a company registered a high number of complaints about its customer service. Which of the following tools or techniques can help to identify the high-priority changes needed to improve that service?

- A. A cause-and-effect diagram
- B. A flowchart of the service
- C. A work breakdown structure analysis of the service
- D. A Pareto analysis

**Answer:**

D

**NEW QUESTION 52**

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 57**

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 60**

The human resources, engineering, and marketing departments have provided feedback on the business needs for a new product. After analyzing the feedback from the three departments, it would be best to:

- A. delegate the decision to be made by the product sponsor.
- B. negotiate to best meet each department's objectives.
- C. vote on the product's highest-value business needs
- D. collaborate on a product scope that aligns with the company's objectives.

**Answer: D**

**NEW QUESTION 64**

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 68**

Requirements for a project have already been approved and finalized when a stakeholder approaches the project team with a change to one of their requirements. Which method of document control should the business analyst use to document changes in requirement(s) versioning?

- A. Project plan
- B. Traceability matrix
- C. Statement of work
- D. Problem or opportunity statement

**Answer: B**

**NEW QUESTION 70**

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 73**

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 74

A project that was going well for the last few months has encountered a situation—regulatory authorities have deemed that the project does not meet their requirements. Although regulatory requirements were identified during an earlier phase of the project, there is no substantial evidence to prove that the requirements were formally rejected.

This could have been avoided if:

- A. a change control process for requirements and their statuses was followed.
- B. the project team documented customer requests and obtained sign-off.
- C. the customer met with regulatory authorities to verify that their requirements were also considered.
- D. the project manager circulated the meeting minutes after the discussions with all the attendees.

**Answer:** B

#### NEW QUESTION 77

The project manager is beginning to prepare for a test readiness review with the customer. The project manager knows that the customer will want a summary of requirements that have been rejected or deferred. The project manager has requested that the business analyst provide a list of rejected and deferred requirements.

What should the business analyst have done to complete this request?

- A. Set up a change control board to track the number of rejections.
- B. Spend more time up-front reviewing the requirements to limit rejections.
- C. Track rejected requirements in the system requirements verification matrix.
- D. Limit the number of rejected requirements on the project.

**Answer:** B

#### NEW QUESTION 81

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 86

A company is developing a new risk management system. The company expects the system to evolve in the near future due to changing government regulations. Which approach will better cope with the requirements' volatility?

- A. Comparative analysis
- B. Phased baselmmg
- C. Storyboarding
- D. Multivoting

**Answer:** B

#### NEW QUESTION 90

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 94

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 95**

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 97**

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 99**

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