

PMI

Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)



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

Which statement accurately depicts what changes can be made to requirements after they are baselined?

- A. Requirements cannot be changed once user acceptance testing begins.
- B. Requirements can be changed through a defined process.
- C. Requirements can be changed only with sponsor approval.
- D. Requirements cannot be changed once development begins.

Answer: B

NEW QUESTION 3

A stakeholder has rejected a project's deliverable because it does not meet the original business need. It is further determined that the deliverable does not meet the requirements identified in the baseline.

What is the best approach to resolve this issue?

- A. Suggest re-estimating the requirement and following the change control process.
- B. Meet with the customer and apologize for misunderstanding the business's need.
- C. Require development resources to work overtime to modify the deliverable to satisfy the stakeholder.
- D. Provide the stakeholder with a copy of the approved requirements baseline and move forward without making a change.

Answer: A

NEW QUESTION 4

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 5

A company has launched a new online sales application and engaged a focus group to test how quickly the customer could place an order. The focus group also provided feedback on their satisfaction.

Which metrics tool should the business analyst use to record the results?

- A. Focus group
- B. Business completion
- C. Sales and marketing
- D. Customer

Answer: D

NEW QUESTION 6

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 7

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 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

Which tool provides combined functionality for business analysis and quality assurance activities?

- A. System use case modeling tool
- B. Functional specification tool
- C. Solution quality assurance tool
- D. Requirements traceability tool

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

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 11

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 15

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 19

A firm implements SharePoint and the business analyst creates the requirements to develop a business analysis repository. In the requirements, the analyst

describes a detailed workflow that includes appropriate stakeholders receiving email notifications of certain activities. The SharePoint team needs to know which activities should trigger the notification workflow.

Which workflow trigger should the business analyst incorporate?

- A. Changes to test cases traced to requirements
- B. Changes to stakeholder memberships
- C. Change through project life cycle
- D. Any change to the requirements matrix

Answer: D

NEW QUESTION 23

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 26

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 27

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 28

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 31

The sales team of a company has won a time-and-material project. The business analyst discovers that the sales team has underestimated the required budget and schedule

Which course of action should the business analyst take?

- A. Accept the contract, and deliver only the requirements that fit within the budget and schedule.
- B. Refrain from working on the project and request that the customer cancel the contract.
- C. Develop a requirements baseline document and use it to negotiate the scope in the contract.
- D. Accept the contract, and then notify the customer about the potential for a cost overrun.

Answer: C

NEW QUESTION 34

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 35

A project team has 120 days to deliver a solution, but the stakeholders have too many requirements for the delivery window. What requirements prioritization technique should be used to determine which requirements will be delivered?

- A. Multivoting
- B. Time-boxing
- C. Budget analysis
- D. MoSCoW

Answer: D

NEW QUESTION 39

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 43

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 44

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 48

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 53

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 55

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 56

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 58

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 61

A business analyst captures an application's current limitations and consults with end users to identify new features for the next version. What can be used to analyze this information and determine project scope?

- A. As-is process
- B. Root cause analysis
- C. Requirements traceability matrix
- D. Capability table

Answer: D

NEW QUESTION 64

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 68

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 73

The requirements baseline is ready for sign-off when the requirements are:

- A. consistent, analyzed, complete, and validated
- B. justified, clear, consistent, and verified
- C. complete, clear, verified, and adopted
- D. clear, consistent, complete, and validated

Answer: B

NEW QUESTION 76

Projects have been managed well and completed on schedule and on budget. However, successful completion of the projects has not improved the company's performance and profitability.

Which of the following should have been implemented to ensure that the projects would improve the company's performance and profitability?

- A. A risk plan
- B. A review with appropriate stakeholders
- C. A project management plan
- D. A strategies and goals analysis

Answer: D

NEW QUESTION 77

After implementation of the product, the customer reports defects. What is the best course of action to take?

- A. Do nothing since the solution is now the responsibility of the operations manager.
- B. Compare reported defects with user acceptance test results.
- C. Involve the end users and plan a new round of acceptance tests to check the gaps.
- D. Escalate the issue to the project manager since the acceptance was given by the customer.

Answer: B

NEW QUESTION 79

A business analyst is planning the business analysis activities for a new payroll project. Due to a tight timeline, the analyst advises stakeholders that the requirements sessions should begin as soon as possible.

Which key factor drives the selection of business analyst activities to be included in the project?

- A. Return on investment (ROI)
- B. Project life cycle
- C. Communication plan
- D. Payback period

Answer: B

NEW QUESTION 84

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 88

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

- A. Requirements traceability matrix
- B. Requirements impact analysis
- C. Requirements management plan
- D. Requirements baseline document

Answer: A

NEW QUESTION 91

Several interviews with stakeholders to develop an inventory management system in a new architectural environment have revealed a significant concern about system and architectural stability. In which tool should the business analyst include this attribute to ensure that the requirement meets the acceptance criteria?

- A. Interface analysis
- B. Stakeholder satisfaction survey
- C. Process modeling
- D. Traceability matrix

Answer: D

NEW QUESTION 93

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 98

The best way to ensure the integrity of requirements is to:

- A. establish a change control board, track the status of each requirement, and use a requirements management tool
- B. establish a requirements baseline, establish a change control board, and label each requirement uniquely
- C. implement version control, maintain a history of requirements changes, and track the status of each requirement
- D. use a requirements management tool, measure requirements volatility, and maintain a history of requirements changes

Answer: C

NEW QUESTION 103

The business analyst receives multiple changes from different stakeholders during the requirements gathering phase of a project. How should the business analyst track the requirements throughout the lifecycle of the project to secure the delivery of the expected solution?

- A. Establish a risk traceability matrix and designate someone to manage each risk with the appropriate response.
- B. Plan regular meetings with stakeholders to review the requirements baseline update and to discuss changes.
- C. Perform inspections through the lifecycle of the project to detect any gaps and adjust the requirements baseline.
- D. Record all the requirements in a matrix, review it regularly, and get approval from stakeholders.

Answer: A

NEW QUESTION 105

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 106

A business analyst has been assigned to a project to implement a new phone system for a customer call center. The business analyst will need to create a business case.

Which of the following components will the business analyst use as input to the business case?

- A. Work breakdown structure
- B. Project scope
- C. Project timeline
- D. Product scope

Answer: C

NEW QUESTION 108

A business analyst is working on a highly complex project and has elicited a large number of requirements from stakeholders in several departments. Due to the large number of requirements, the stakeholders have determined that they would like to prioritize them to minimize a potentially large scope.

Which technique could the business analyst use to manage requirements?

- A. SMART goals
- B. RACI models
- C. MoSCoW
- D. Storyboarding

Answer: C

NEW QUESTION 111

A company is in the final phases of implementing a project for a client. Which tool or technique could the business analyst use to iteratively validate the solution?

- A. Schedule variance
- B. Expected vs actual results
- C. Expected v
- D. actual costs
- E. Quality variance

Answer: B

NEW QUESTION 115

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 117

What can a business analyst use to track requirements documentation?

- A. Affinity diagram
- B. Business rules matrix
- C. Version control system
- D. Data dictionary

Answer: C

NEW QUESTION 119

Which of the following is an example of a functional requirement?

- A. The system can be accessed from multiple locations.
- B. The system can handle 3.000 user requests concurrently.
- C. The system is able to require passwords.
- D. The system provides an user-friendly interface.

Answer: A

NEW QUESTION 121

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 124

What should the business analyst do to ensure that all requirements meet a quality checklist before the development and testing phase?

- A. Negotiate with the client to standardize the requirements.
- B. Assign a verification method to each requirement.
- C. Validate the requirements deemed important by the stakeholders.
- D. Obtain approval from engineering for partial testing of the requirements.

Answer: B

NEW QUESTION 125

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 128

The customer generated a design specification for a new product. What is the best action to take to establish an approved requirements baseline with the customer?

- A. Request that the customer create a baseline of the requirements in the contract specification.
- B. Perform a variance analysis on the design specification and report the results to the customer.
- C. Create a requirements baseline approval form for the customer to review and approve.
- D. Create a requirements traceability matrix for review and approval by the customer.

Answer: A

NEW QUESTION 131

The customer and the business analyst are collaborating in the development of a solution scope. It is important for the customer to:

- A. communicate changes to requirements only when they are completely defined.
- B. perform an alternatives analysis for requirements implementation
- C. spend the time required to provide, clarify, and elaborate requirements.
- D. challenge assessments of the cost and feasibility of requirements.

Answer: C

NEW QUESTION 133

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 135

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 136

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 139

Which of the following would be the best practice in product validation?

- A. The measurement of the requirement should be based on the average of two or more evaluations.
- B. Two or more testers should test the product using the same test cases so that their evaluations are consistent.
- C. There should be two separate measurements for evaluating each functional requirement.
- D. The evaluation criteria should be the same as what was used to measure the requirement.

Answer: D

NEW QUESTION 140

A business analyst conducts an initial review to define scope. The analysis includes the review of the business case, project goals, and objectives to obtain the necessary and required context. Based on that information, the business analyst determines that this is a large project with multiple interfaces which could cost the company money that was not initially included in the budget.

What characteristics of the project are needed to determine the approach so that the business analyst can validate whether they will need to have a discussion about the budget?

- A. Type of elicitation activities to be conducted
- B. Selected project life cycle
- C. Business analysis deliverables to be produced
- D. Decision on the type of models to be used

Answer: B

NEW QUESTION 145

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