

## PMI-PBA Dumps

### PMI Professional in Business Analysis (PMI-PBA)

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#### NEW QUESTION 1

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 2

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 3

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 4

The requirements traceability matrix should primarily be used to:

- A. address the responsibility owner for each requirement.
- B. identify the risks associated with dependent requirements
- C. define a convention to map the requirements to their sources.
- D. ensure that all requirements have been met.

**Answer: D**

#### NEW QUESTION 5

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 6

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 7

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 8**

A few months into a project, the business analyst determines that the costs are exceeding the perceived benefits. The business analyst wants to address the possible risks of having to cancel the product.

Which of the following documents should be used?

- A. Business case
- B. Stakeholder impact matrix
- C. Business analysis plan
- D. Project charter

**Answer:** A

**NEW QUESTION 9**

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 10**

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 10**

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 14**

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 16**

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 20**

The business analyst has completed the requirements gathering and documentation processes in developing a baseline document. Several signoffs are needed. During the joint review process with the key stakeholders, the stakeholders announce that they are still not ready to sign off due to a communication gap. Which technique should the business analyst have followed to ensure consensus?

- A. The business analyst should have reviewed the requirements of the project sponsor first before reviewing other requirements.
- B. The business analyst should have performed a complete review of each requirement with one of the stakeholders' peers before the meeting.

- C. The business analyst should have performed a complete review of each requirement with the key stakeholders prior to the meeting.
- D. The business analyst should have invited the key stakeholders to the meeting.

**Answer:** C

#### NEW QUESTION 25

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 28

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 30

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 34

A document is being created that will detail the customer's needs for a product and will include a functional model, a data model, and a glossary of terms. This document is called a:

- A. project charter.
- B. requirements specification.
- C. business case.
- D. standard operating manual.

**Answer:** A

#### NEW QUESTION 37

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 40

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 45

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 50

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 |
|----|--|---------------|--------|----------|
|    |  |               |        |          |

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 55

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 session 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 60

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 61

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 63

The business analyst is planning an approach to formally manage updates to requirements that may be requested by stakeholders. What should the business analyst do?

- A. Document changes as they occur.
- B. Develop a change control process.
- C. Obtain approval from the project sponsor.
- D. Hold firm on scope and reject changes.

**Answer:** B

**NEW QUESTION 67**

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 72**

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 74**

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 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 75**

A national company with offices in every state 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 76**

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 80**

The project team is working on the requirements specifications for a new product. The team reached a decision on which requirements will be included in the next release. A third of the stakeholders endorse one approach while no other approach achieved more than a quarter of the vote.

Which decision role was used?

- A. Majority
- B. Consensus
- C. Unanimity
- D. Plurality

**Answer:** D

**NEW QUESTION 84**

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 87**

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 89**

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 surprised 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 90**

During user acceptance testing, a defect is logged by a user from a department that did not participate in the requirements analysis. To avoid this situation and minimize impact on the project, the user should have been:

- A. given the opportunity to review the user acceptance test scripts.
- B. involved in the development and sign-off of the business requirements.
- C. identified as a stakeholder as part of the stakeholder analysis.
- D. interviewed to understand how the user's work would be impacted.

**Answer: D**

**NEW QUESTION 92**

In order to reduce product and project risk for a large, complex project, a business analyst is asked to help develop a change process that includes formal authorization and tracking throughout the life cycle of the project. The business analyst needs a capability that will help ensure that the product conforms to approved requirements, changes can be documented, and the status of each change can be reported.

What should the business analyst use?

- A. Traceability matrix
- B. Context models
- C. Configuration management system
- D. Work breakdown structure

**Answer: C**

**NEW QUESTION 96**

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 97**

The project team has all the document control process and versioning in place to capture the requirements changes. The team ensures that the change is documented in the scope document, resulting in the changed work breakdown schedule (WBS) and schedule. However, a key requirement was not implemented in the release

Which is a possible reason why the requirement was not implemented?

- A. The requirements traceability matrix was not updated with the change.
- B. The schedule management plan was not updated with the change.
- C. The requirements management plan was not updated with the change.
- D. The scope management plan was not updated with the change.

**Answer: A**

**NEW QUESTION 98**

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 102**

The business analyst is conducting a feasibility study to understand how well a potential solution fits into the organization. What kind of feasibility assessment is the business analyst undertaking?

- A. Time
- B. Operational
- C. Cost-effectiveness
- D. Technical

**Answer:** B

**NEW QUESTION 105**

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 109**

A new project's goal is to replace an existing system. What is an input into solution evaluation and decision making in this context?

- A. Technical readiness of the development team
- B. Customer metrics on the existing system
- C. New solution design specification
- D. Cost-benefit analysis of the existing system

**Answer:** B

**NEW QUESTION 111**

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 114**

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 117**

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 118**

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 122**

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 123**

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 124**

After a project was delivered, the business analyst learns of a project objective with no associated requirement. What would have helped determine this issue before delivery?

- A. Use cases
- B. Process flow
- C. Context diagram
- D. Tracing requirements

**Answer:** D

**NEW QUESTION 126**

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 128**

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 129**

The client produced a specification for a new product to be developed by Company A. Company A designed and successfully tested the new product against the test plan, yet the client does not agree that it meets the specification.

What could have caused this?

- A. The requirements matrix did not adequately track back to client requirements.
- B. The product was not adequately tested in accordance with the test plan.
- C. Requirement changes were not properly identified in the project charter.
- D. The product design was not properly reviewed by the quality department.

**Answer:** B

**NEW QUESTION 133**

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 137**

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 142**

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 145**

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 148**

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 149**

How should a business analyst determine whether a solution satisfies business requirements?

- A. By conducting a brainstorming session with end users
- B. By reviewing the results of user acceptance testing
- C. By reviewing the traceability matrix
- D. By evaluating the solution against the project charter

**Answer:** D

**NEW QUESTION 153**

What should the business analyst do during the first steps of a project?

- A. Identify the classes of users and their requirements.
- B. Align the sponsor expectations along the project goals.
- C. Evaluate the sources for requirements and prioritize them.
- D. Identify stakeholders and their interests.

**Answer:** B

**NEW QUESTION 158**

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 163**

For a large, highly complex project with significant risk, which elicitation technique should be used to analyze input to and output from the product?

- A. System analysis
- B. Interface analysis
- C. Dependency analysis
- D. Risk analysis

**Answer: D**

**NEW QUESTION 166**

A business analyst is trying to determine which analysis technique will be best suited to elicit information from a large number of users in a short period of time. Which elicitation technique is best suited for this purpose?

- A. Group brainstorming
- B. Facilitated workshop
- C. Questionnaire
- D. Ongoing observation

**Answer: C**

**NEW QUESTION 168**

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