Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)

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NEW QUESTION 1
A business analyst is reviewing a discrepancy report after a test session. The discrepancy report has revealed a defect that the business analyst must address.
Which of the following criteria should the business analyst use to identify the appropriate response to the defective test result?

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

Answer: C

NEW QUESTION 2
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
An insurance company embarks on a project to replace its current enrollment and billing software application, which will no longer be supported by the end of the calendar year. The new enrollment and billing application must be implemented before the current vendor contract ends. The business analyst gathers the initial requirements for the new enrollment and billing application. Based on the large volume of requirements, the business analyst realizes that the requirements will need to be prioritized.
Which requirements prioritization method should the business analyst use for this project?

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

Answer: A

NEW QUESTION 4
The business managers had clearly slated 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 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
Whjch 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 8
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 9
A company is awarded a contract to design and build a custom product. The contract references a detailed technical specification. What is the best action to take to ensure the design meets customer
requirements?

A. Conduct a one-on-one interview with each member of the technical team to ensure that they understand the customers specification.
B. Develop a test plan to verify that the product meets the performance requirements in the technical specification.
C. Create a system requirements verification matrix to trace the design to the technical requirements and include verification methods.
D. Generate a design package for the product and ask the customer to verify that the design meets his or her technical needs.

Answer: B

NEW QUESTION 10
A firm implements SharePomt 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 10
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 11
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 15
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 weasgths 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 17
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 19
A new project is in the planning phase. What should the business analyst consider with regard to planning the requirements change process?

A. How requirement changes will impact the requirements baseline
B. How requirement changes will be implemented
C. How requirement changes will be communicated
D. How requirement changes will impact the validation plan

Answer: B

NEW QUESTION 20
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 21
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 24
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 29
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 32
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 35

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 40
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 charier.
B. requirements specification.
C. business case.
D. standard operating manual.

Answer: A

NEW QUESTION 43
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 44
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 49
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 54
The sales team of a company has won a time-and-malerial 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 59
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 62
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 66
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 71
Midway through Ihe 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 identity 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 76
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 78
A business analysl assigned lo review lest output for a project realizes that an approved requirement has been missed. Which technique could the business analyst have used to ensure that requirements were delivered as stated?

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

Answer: C

NEW QUESTION 82
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 84
A national company with offices in every stale in the country has deployed a solution to allow employees to view their health benefits online. The business analyst on the project team is validating solution results to assess whether or not the solution has achieved the desired business result.
Which is the best technique to gather information from employees regarding their satisfaction with the solution?

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

Answer: C

NEW QUESTION 89
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 92
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 96
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 97
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
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 102
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 105
A business analysis team has collected the mam business requirements from the major stakeholders of a project. The team wants to be sure that each stakeholder has a clear understanding of the areas of analysis that will be in scope.
Which model should the team employ to ensure the most effective representation of analysis boundary?

A. Entity relationship diagram
B. Context diagram
C. Data flow diagram
D. State diagram

Answer: B

NEW QUESTION 108
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 113
Prior to the design phase, the project team needs to conduct a requirements review with the customer. To prepare for the review, it would be best for the team to:

A. prepare a test procedure for the product to discuss at the requirements review.
B. request a contract amendment to delete any requirements from the contract that will be difficult to meet.
C. evaluate the requirements and highlight those that cannot be met or need to be deferred.
D. start designing the product to impress the customer with the amount of progress achieved early in the project.

Answer: C

NEW QUESTION 118
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 121
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 124
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 129
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 134
A company has completed a major project within time. cost, and scope and satisfied high-level quality standards and marketing requests. However, the product was considered a complete failure by shareholders and the market due to low return on investment
From the business analysis perspective, the main reason for this business failure was a failure to:

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

Answer: C

NEW QUESTION 138
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 142
A business analyst is trying to complete the requirement documentation of a project and finds that the developers have started development The business analyst should first facilitate the:

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

Answer: A

NEW QUESTION 147
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 150
The project sponsor needs lo know which requirements will be implemented. Which of the following would be the most valuable for a business analyst to provide?

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

Answer: A

NEW QUESTION 155
When eliciting requirements, a good lime 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 157
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 159
The besl way lo ensure Ihe 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 160
What should be done lo 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 165
Inthe middle of a project, a new requirement was added to the scope. The business analyst must determine if any impacts, dependencies, or risks are associated with the addition to the scope.
What task should the business analyst perform in order to identify these impacts?

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

Answer: A

NEW QUESTION 167
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 169
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 170
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 172
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 176
A company is developing a new product for a customer and is required to verify and validate the product against the customers acceptance test plan and requirements. The product was successfully verified against the acceptance test criteria, but the customer does not believe that the product meets the requirements. This occurred because the customer's acceptance test plan:

A. was not included in the work breakdown structure.
B. did not have measurable and testable requirements.
C. was incomplete and missing requirements.
D. was not formally accepted by the company.

Answer: C

NEW QUESTION 177
The business analyst is seriously concerned about the possibility of differing interpretations of data items mentioned in the requirements documents. Which course of action should the business analyst take to minimize the risk of misunderstanding?

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

Answer: C

NEW QUESTION 180
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 181
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 185
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 188
Which of the following techniques contrasts the current and desired business views to analyze possible business changes?

A. Impact analysis SWOT analysis
B. SWOT analysis
C. Trend analysis
D. Gap analysis

Answer: D

NEW QUESTION 193
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 194
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 199
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 204
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 208
A business analysl 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 209
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 214
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