

## Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)

<https://www.2passeasy.com/dumps/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

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 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

A business analyst anticipates receiving requirements changes. What should the business analyst do to avoid scope creep?

- A. Meet with the stakeholder and discuss timeline impact.
- B. Refer changes to the project manager.
- C. Implement only the original requirements.
- D. Define a requirements baseline and implement a change control process.

**Answer:** D

#### NEW QUESTION 5

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

Which technique should the business analyst use?

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

**Answer:** A

#### NEW QUESTION 6

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

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 8

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 9

Testing on a project has been completed. In order to proceed with deployment, a decision is needed. Who should the business analyst contact to review the testing results and get approval to proceed with deployment?

- A. The project manager identified in the project charter
- B. The tester identified in the testing strategy
- C. The person identified in the RACI matrix
- D. The project sponsor identified in the scope document

**Answer:** C

#### NEW QUESTION 10

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 10

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 13

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 14

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 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

A sponsor requests a new requirement The business analyst explains that most of the information needed for this requirement does not exist and that the requirement cannot be implemented. The business analyst recommends deferring the requirement until the needed information is available and then adding it to a subsequent project The sponsor agrees. What should the business analyst do next?

- A. Mark the requirement as complete so that it is not forgotten.
- B. Bring the subsequent project to the change control board (CCB).
- C. Communicate that the status of this requirement has changed.
- D. Ask the stakeholders to review the requirement before any other action is taken.

**Answer:** D

#### NEW QUESTION 22

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 23

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 26

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 30

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 33

A business analyst is assigned to the lead analyst role for a project. This project is one of the largest in the history of the company and includes several components and complex interfaces. The system in development will be used by a wide variety of stakeholders.

Which tool should the business analyst use to trace the large number of requirements that will be generated by this project?

- A. Process model
- B. Configuration management system
- C. Sequence diagram
- D. Data dictionary

**Answer:** B

**NEW QUESTION 37**

A key component of the business analysts role during acceptance testing is to:

- A. delegate execution of acceptance testing and defect identification to users.
- B. execute all acceptance tests on behalf of the user community.
- C. assist the quality assurance department by defining acceptance criteria.
- D. act as a resource only when users encounter difficulties while performing tests.

**Answer:** C

**NEW QUESTION 39**

When managing a product backlog, which statement best describes how to determine the value of backlog items?

- A. The stakeholders provide input about backlog value when the item is first identified.
- B. The stakeholders do not typically play a major role.
- C. The stakeholders provide recommendations with the product owner having the final say.
- D. The stakeholders follow the value-ranking criteria.

**Answer:** C

**NEW QUESTION 44**

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 49**

Company A has initiated a project to update their online ordering system. The business analyst has noticed that the purchasing department, a primary stakeholder, is excluded from the list of stakeholders.

In which reference material can the business analyst find information about the missing project stakeholders?

- A. Business case
- B. Business analysis plan
- C. Organizational chart
- D. Business analyst communication plan

**Answer:** B

**NEW QUESTION 50**

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 53**

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 55**

In the first few weeks after a large implementation of a new web-based application, a critical report failed. Further investigation determined that a worker had been using a field that was not supposed to be used. This issue was not identified in testing.

Which technique could have prevented this problem from occurring?

- A. Use cases
- B. Prototyping
- C. Diagrams

D. Document analysis

**Answer:** D

**NEW QUESTION 60**

A business analyst needs to estimate the effort associated with project requirements. However, the lack of detail is concerning. What technique could the business analyst use to help alleviate this concern?

- A. Context diagram
- B. Decomposition model
- C. Swimlane diagram
- D. Business analysis work plan

**Answer:** B

**NEW QUESTION 64**

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 67**

When determining the value of a business case, which tool or technique should be used?

- A. SWOT analysis
- B. Variance analysis
- C. Feasibility analysis
- D. Cost-benefit analysis

**Answer:** D

**NEW QUESTION 69**

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 70**

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 73**

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 78**

A business analysis team has collected the main business requirements from the major stakeholders of a project. The team wants to be sure that each stakeholder has a clear understanding of the areas of analysis that will be in scope.

Which model should the team employ to ensure the most effective representation of analysis boundary?

- A. Entity relationship diagram
- B. Context diagram



- C. Data flow diagram
- D. State diagram

**Answer:** B

#### NEW QUESTION 79

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 84

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 88

Which of the following best describes the function of the requirements baseline?

- A. Defines how the project will be scheduled.
- B. Controls the product development and evolution.
- C. Tracks the progress of requirements documentation.
- D. Provides the basis for the development scope.

**Answer:** C

#### NEW QUESTION 91

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 96

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 97

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 100

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 102

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

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

**Answer:** D

#### NEW QUESTION 105

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 107

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 110

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 113

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 115

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 116

Which tool should be used to improve the communication of product needs with the stakeholders and to improve their understanding?



- A. Document management system and a relationship matrix that groups all related documents
- B. Workflow management tool that documents the flow of information
- C. Modeling tool integrated into a version control feature that ensures that team knowledge is captured
- D. Requirements management tool that documents requirements and their properties and relationships

**Answer:** A

#### NEW QUESTION 121

In the 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 125

A business analyst is working on a project to update the user interface for a legacy procurement system. An end user raises concerns that the new solution will not support their core business processes.

How could the business analyst address the end user's concerns about the new interface?

- A. Develop a use case package to support the user interface.
- B. Document the business data objects using an entity relationship diagram
- C. Consult the stakeholder register to evaluate if the user has authority to influence the project.
- D. Develop a prototype to gather functional requirements.

**Answer:** D

#### NEW QUESTION 127

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 128

A company is developing a new e-commerce platform to enter a new market segment. Development is well under way when the government issues a new set of regulations.

Which course of action should the business analyst take?

- A. Check the traceability matrix to identify affected use cases.
- B. Evaluate the impact of the change on the project schedule.
- C. Evaluate if the new set of regulations is aligned with the business case.
- D. Obtain management sign-off on the new set of regulations.

**Answer:** C

#### NEW QUESTION 132

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 137

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 138

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

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

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

**Answer: B**

#### NEW QUESTION 143

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 144

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

The quality function deployment is best suited to assist in the process of:

- A. controlling the effects between the quality functions,
- B. quality assurance by structuring the quality audits.
- C. relating the product features to customer value,
- D. quality control by determining the control charts and the run charts.

**Answer: C**

#### NEW QUESTION 149

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 152

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 157

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 162**

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

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

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

**Answer:** A

**NEW QUESTION 164**

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 167**

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 171**

.....

## THANKS FOR TRYING THE DEMO OF OUR PRODUCT

Visit Our Site to Purchase the Full Set of Actual PMI-PBA Exam Questions With Answers.

We Also Provide Practice Exam Software That Simulates Real Exam Environment And Has Many Self-Assessment Features. Order the PMI-PBA Product From:

<https://www.2passeasy.com/dumps/PMI-PBA/>

## Money Back Guarantee

### PMI-PBA Practice Exam Features:

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