

PMI-PBA Dumps

PMI Professional in Business Analysis (PMI-PBA)

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NEW QUESTION 1

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 2

Through user acceptance testing, a software flaw was identified. What should the business analyst do next as part of the root cause analysis in order to analyze and resolve the discrepancy?

- A. Create a functional decomposition.
- B. Create a fishbone diagram.
- C. Create a Delphi estimation
- D. Create an interface analysis.

Answer: B

NEW QUESTION 3

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 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

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 7

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 8

A business analyst and stakeholders have completed documentation of the acceptance criteria for the requirements of a new vehicle leasing database. A concern is raised that some of the key performance indicators may not validate the desired benefits of the implementation. What should the business analyst do to ensure that the business need can be validated?

- A. Document a constraint.
- B. Document a business rule.
- C. Document a defect.
- D. Document an assumption.

Answer: B

NEW QUESTION 9

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 10

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 14

A new business analyst has taken over on a project that is in the development phase. The project manager is looking for an update on requirements status. What should the business analyst use to help communicate the status?

- A. Business analysis plan
- B. Traceability matrix
- C. Project charter
- D. Communication plan

Answer: D

NEW QUESTION 19

Once a new project has been identified, the business analyst works with project team members to define what will be included in and excluded from the new system. Which of the following has the business analyst defined?

- A. Solution scope
- B. Solution design
- C. Business requirements
- D. Business case

Answer: A

NEW QUESTION 21

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 22

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 26

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 29

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 34

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 38

After reviewing a business case, project goals, and objectives, a business analyst determines that the organization prefers taking an exploratory approach to finding the solution that best meets the business need. Which approach best aligns with the business need for this organization?

- A. Analytical approach
- B. Plan-driven approach
- C. Waterfall approach
- D. Change-driven approach

Answer: D

NEW QUESTION 41

The business analyst wishes to clarify the project's key business drivers and ensure that requirements can be prioritized to provide maximum business value. Which question should the business analyst ask of stakeholders to help obtain this clarification?

- A. What is the business need?
- B. Which functional areas are impacted?
- C. How is the organizational chart structured?
- D. Which stakeholders have the most influence?

Answer: A

NEW QUESTION 43

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 46

A project's requirements baseline is established and approved. A stakeholder then submits a new requirement through the change control process. How can the business analyst determine the impact on existing requirements?

- A. Review the requirements traceability matrix.
- B. Update the use case documentation.
- C. Perform a stakeholder analysis.
- D. Use time-boxing to defer the new requirement.

Answer: A

NEW QUESTION 47

The business analyst has been assigned to a project involving a low number of stakeholders. Which technique should be used to elicit requirements?

- A. Survey
- B. Document analysis
- C. Interview
- D. Interface analysis

Answer: C

NEW QUESTION 49

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 51

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 52

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 57

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 61

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 66

A business analyst is documenting the acceptance criteria to support a minor modification in a user portal. The analyst submits the criteria for review, but it is deemed incomplete and returned.

What could have caused the documentation to be returned?

- A. The analyst performed forward and backwards traceability.
- B. The analyst failed to gather any baseline information.
- C. The analyst did not include the scope document in the acceptance criteria paperwork.
- D. The analyst utilized user stories as a requirements document tool.

Answer: B

NEW QUESTION 70

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 71

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 75

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 80

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 82

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 83

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 86

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 88

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 93

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 98

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 99

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 101

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 106

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 111

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 116

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 117

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 122

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 123

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 126

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 129

The following requirement was included in a business requirements document: "An API shall be built to send data back and forth from the accounting system to the customer relationship system so that name and address data can be synchronized." What should be done with this business requirement?

- A. It should remain because it specifies the type of data and the source system.
- B. It should be revised because it states a solution to the problem rather than the business need.
- C. It should be removed because it does not state how often the data should be synchronized.
- D. It should remain because it specifies the reason why the business requirement is needed.

Answer: D

NEW QUESTION 133

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 136

The business analyst has been assigned to a project which delivers functionality for a much larger solution. The project has many requirements but has not received adequate funding. In addition, the stakeholders' views conflict.

Which tools and techniques should the business analyst use to maximize business value while establishing the requirements baseline?

- A. Decision trees, weighted matrix, and context diagrams
- B. Stakeholder register, decision tree, and capability matrix
- C. Weighted matrix, process flow, and organizational chart
- D. Traceability matrix, context diagrams, and scope document

Answer: A

NEW QUESTION 141

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 144

Requirements for a project have already been approved and finalized when a stakeholder approaches the project team with a change to one of their requirements.

Which method of document control should the business analyst use to document changes in requirement(s) versioning?

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

Answer: B

NEW QUESTION 146

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 151

A business analyst has started a project for a system enhancement. In order to determine how the requirements will be approved, the business analyst schedules a meeting with the stakeholders to discuss the proposed approval process.

Which measure of effective decision making allows the business analyst to finalize the process for requirement approval?

- A. The requirements approval process is documented.
- B. The requirements verification process is documented
- C. The requirements elicitation process is documented.
- D. The requirements validation process is documented.

Answer: A

NEW QUESTION 152

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 157

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 162

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 163

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 168

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 173

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 174

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 177

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 181

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 185

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 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

A new project is in the planning phase. The business owner believes that, since the timeline is aggressive, requirements elicitation should begin as soon as possible. Which activity should the business analyst initiate before beginning requirements elicitation?

- A. Document how the relevant systems interact.
- B. Draft a high-level data model.
- C. Prepare the requirements traceability matrix.
- D. Define how the solution will be evaluated.

Answer: A

NEW QUESTION 196

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 197

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 201

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 203

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 205

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 207

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 208

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