

PMI-PBA Dumps

PMI Professional in Business Analysis (PMI-PBA)

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NEW QUESTION 1

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 2

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 3

A project was in the design phase when the team received news of a new regulatory mandate that affects the project. The requirements have already been approved and baselined. If the new requirements are not included, the company will be out of compliance and may face monetary penalties.

What should the business analyst do next?

- A. Update the requirements
- B. Obtain approval from the project manager
- C. Follow the change control process
- D. Define the project scope

Answer: C

NEW QUESTION 4

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 5

The business managers had clearly stated that the delivered website must simultaneously accommodate millions of users around the globe. However, within the first week of the production launch, the website crashes frequently.

This situation could have been averted if:

- A. critical business requirements were accommodated and tested.
- B. nonfunctional requirements were identified and tested
- C. quality attributes were captured and tested.
- D. essential product requirements were captured and tested.

Answer: B

NEW QUESTION 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

Company A has been awarded a contract to finalize the development of a product that Company B was not able to finish. The business analyst is given a copy of the documentation left by Company B.

To which of the following documents should the business analyst pay the most attention to ensure the project succeeds this time?

- A. Application design documentation

- B. Business use cases
- C. Test case documentation
- D. Clauses in the contract

Answer: D

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 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 10

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 10

A system enhancement project has been initiated to address the concerns of an external group of stakeholders not included in the first release. What should be done to ensure stakeholder satisfaction with the enhancement?

- A. Engage all stakeholders early in the requirements gathering phase to define acceptance criteria.
- B. Solicit feedback and add requirements to the project backlog.
- C. Provide all signed-off project documentation to the stakeholders for information purposes only.
- D. Request that the project manager identify all affected project stakeholders.

Answer: A

NEW QUESTION 13

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 18

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 22

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 23

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 28

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 30

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 31

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 36

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 40

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 45

Requirements elicitation for a project is occurring. The marketing, acquisition, and production departments want to include specific requirements. The CEO has a requirement to deploy in three months.

Which of the following actions will have a greater influence on the project success?

- A. Conduct a stakeholder analysis and balance requirements by understanding the relative power associated with each stakeholder group.
- B. Explain the situation to the CEO and try to obtain an extension of the contract for the actual time necessary to develop the system.
- C. Prioritize and develop the requirements of the marketing department since the project will impact a greater number of people.
- D. Estimate the effort required for each requirement and develop as many functionalities as possible.

Answer: A

NEW QUESTION 49

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 53

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 55

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 56

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 58

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 63

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 65

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 66

A stakeholder requests to add new critical requirements the day before the scheduled baseline requirements approval meeting. The stakeholder insists that these requirements must be taken into account despite time and budget constraints. What is the most effective way to manage this situation?

- A. Ask for more resources to manage this change and justify these additional resources with the value the change will give to the company.
- B. Discuss the change with stakeholders during the baseline approval meeting and ask them to approve the new baseline.
- C. Share the new requirements with all stakeholders and ask them to submit their comments before the meeting.
- D. Postpone the baseline approval meeting, analyze the impact, and schedule a new meeting to discuss dependencies and priorities with stakeholders.

Answer: D

NEW QUESTION 68

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 70

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 73

After conducting a brainstorming session with a group of project participants, the business analyst feels that the elicited requirements are biased. Which tool or technique could be used to gain an objective, first-hand insight into tasks and activities that are difficult to describe?

- A. Observation
- B. Document analysis
- C. Questionnaires and surveys
- D. Traceability matrix

Answer: A

NEW QUESTION 76

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 80

What is one benefit of documenting the change control process?

- A. Stakeholders understand the difficulty of managing requirements.
- B. Stakeholders are shielded from how changes are assessed.

- C. Stakeholders know how to request changes.
- D. Stakeholders have a schedule of changes to be deployed.

Answer: C

NEW QUESTION 84

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 88

Which technique or tool is used to obtain acceptance of the delivered product?

- A. Inspection
- B. Contextual inquiry
- C. Facilitated workshops
- D. Expert Judgment

Answer: A

NEW QUESTION 93

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 95

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 99

A business analyst is ready to begin requirements elicitation; however, stakeholders are not available to participate for another two weeks. Which elicitation technique should the business analyst use during this time?

- A. Cost-benefit analysis
- B. Benchmarking
- C. Brainstorming
- D. Document analysis

Answer: D

NEW QUESTION 100

A company has developed a new product for a customer. The customer provided a specification, but the company did not produce the system requirements in the verification matrix.

The customer is having difficulty determining if the product is meeting the requirements during the test event because the:

- A. customer did not adequately review the test procedure before the test.
- B. test engineer is not communicating effectively with the customer.
- C. customer cannot make this determination until the entire test is complete.
- D. requirements in the technical specification are unclear and ambiguous.

Answer: D

NEW QUESTION 104

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 108

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 113

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 117

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 121

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 126

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

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

Answer: A

NEW QUESTION 129

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

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

Answer: D

NEW QUESTION 130

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 132

Which tool can be used to analyze how the system responds to various combinations of input conditions with the probability of each outcome?

- A. Expected monetary value
- B. Decision tree
- C. Weighted criteria
- D. Functional decomposition

Answer: B

NEW QUESTION 133

A major stakeholder wants to know how the implementation of new features in the development of a product is progressing. Which of the following should be reported to the stakeholder?

- A. Number of requirements tested and approved
- B. Distribution of project changes
- C. Requirements status during the project development cycle
- D. Number of requirements approved v
- E. number of requirements rejected

Answer: A

NEW QUESTION 136

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 140

When a change request is received, the business analyst is responsible for:

- A. analyzing the impact on business and underlying systems.
- B. ensuring that change-related incidents are minimized in production.
- C. prioritizing and scheduling the changes requested.
- D. analyzing the impact to the project schedule and budget.

Answer: A

NEW QUESTION 145

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 148

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 149

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 151

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 152

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 155

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 160

A project team has been assembled to reduce production costs. The business analyst is working with the project team to review and approve requirements. A stakeholder from the assembly line area has an issue with one of the requirements since it is dependent on using existing equipment that is set to be retired within the next six months.

Which of these techniques would the business analyst use to manage issues identified by stakeholders with requirements to ensure that those issues are resolved?

- A. Interviews
- B. Process modeling
- C. Problem tracking
- D. Estimation

Answer: C

NEW QUESTION 162

During validation of a project solution, the business analyst discovers that a requirement has been altered. Instead of placing the company logo in the upper-left corner of the window, it is displayed in the upper-right corner. When the business analyst asks the developer about the change, the developer says that one of the stakeholders asked directly for the change.

Which corrective action should the business analyst take?

- A. Discuss the change in the next stakeholder meeting.
- B. Ask the developer to correct the logo as stated in the requirement.
- C. Confront the stakeholder that requested the change.
- D. Follow the change control process as defined in the business analysis plan.

Answer: D

NEW QUESTION 163

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 166

A business analyst has received a test result report that shows evidence of defective functionality. The business analyst checks the test result again and verifies that the functionality behaves according to the requirements.

At this point, the business analyst should first:

- A. let the users decide if the test result is acceptable.
- B. ask the tester to perform the test again.
- C. change the requirement according to the test result.
- D. verify that the test case is incorrect.

Answer: D

NEW QUESTION 167

A company is developing a new risk management system. The company expects the system to evolve in the near future due to changing government regulations. Which approach will better cope with the requirements' volatility?

- A. Comparative analysis
- B. Phased baselmmg
- C. Storyboarding
- D. Multivoting

Answer: B

NEW QUESTION 169

The test team is reviewing requirements that were written for Project A. They are having difficulty determining if the test results meet the project needs. Which project artifact could the test team review to help identify acceptance criteria?

- A. RACI chart
- B. Use cases
- C. Project scope
- D. Delphi outcome

Answer: C

NEW QUESTION 174

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 177

A business analyst is attempting to elicit requirements on a current project. The business subject matter experts (SMEs) from various departments in the company question how the solution will work with their various systems.

Which modeling technique should the business analyst use to depict how the solution will work with all of the company's systems?

- A. Enterprise modeling
- B. Interface modeling
- C. Rules modeling
- D. Data modeling

Answer: B

NEW QUESTION 178

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 179

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 181

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

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

Answer: D

NEW QUESTION 183

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