

# PMI

## Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)



#### NEW QUESTION 1

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

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

**Answer: C**

#### NEW QUESTION 2

Which of the following is a method for requirements change control?

- A. Requirements management
- B. Baselineing
- C. Scope analysis
- D. Communication management

**Answer: B**

#### NEW QUESTION 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 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 5

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 6

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 7

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 8

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 9

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 10

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 10

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 13

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 14

A business analyst in organization Y is assigned to elicit requirements in a project within a defined timeline. The business analyst has identified and invited key stakeholders to a requirements workshop.  
However, the stakeholders are not giving clear and concise requirements; their opinions about requirements are changing and conflicting with each other in the meeting. In the end, the business analyst could not elicit and define the requirements and therefore adjourned the meeting.  
Which tool or technique could have been used by business analyst to avoid this situation?

- A. Prototyping
- B. Decision tree
- C. Document analysis
- D. Surveys

**Answer:** A

**NEW QUESTION 15**

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 19**

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 24**

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 27**

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 28**

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 30**

Which solution should be chosen according to the completed weighted-ranking matrix?

		Revenue growth	Improved customer satisfaction	Reduced time-to-market	Lower maintenance cost
ID	Options	(weight 5)	(weight 3)	(weight 4)	(weight 2)
1	Purchase off-the-shelf software	2	2	2	2
2	Develop in-house software	2	3	1	2
3	Outsource the development	2	3	2	1
4	Enhance the existing system	1	1	3	3

- A. Enhance the existing system.
- B. Purchase off-the-shelf software.
- C. Develop in-house software.
- D. Outsource the development.

**Answer:** D

**NEW QUESTION 34**

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 35**

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 37**

A business analyst created requirements for production of a product extract file for several systems. After reviewing the complex systems and dividing the processes into manageable tasks, the business analyst is able to identify the tasks required to implement the deliverable. Which analysis technique has the business analyst used?

- A. Organization
- B. Dependency
- C. Interface
- D. Decomposition

**Answer:** D

**NEW QUESTION 41**

The software developers have delivered a completed solution. The quality assurance team has passed the solution. What should the business analyst do next?

- A. Conduct user acceptance testing.
- B. Conduct performance testing.
- C. Evaluate the solution with the sponsor(s).
- D. Evaluate the solution against the project charter.

**Answer:** A

**NEW QUESTION 44**

A business analyst is documenting the acceptance criteria to suppon 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 48**

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

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

**Answer:** A

**NEW QUESTION 51**

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 56**

During the project execution phase, the client requests the addition of a new feature. Which of the following would allow the business analyst to determine the impact for the specific requirement change?

- A. Requirements baseline
- B. Requirements management tool
- C. Requirements cards
- D. Requirements traceability matrix

**Answer:** D

**NEW QUESTION 58**

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 60**

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 64**

A business analyst is leading a project to implement automated order entry software at a local pizza restaurant. The business analyst has very little information about the project the ordering process takes too long and often ends in incorrect orders.

What step should the business analyst take next?

- A. Identify testing resources to support the implementation.
- B. Schedule a requirements gathering sessions with the manager of the ordering department.
- C. Select the software to implement and start working with the technical resources.
- D. Request information on the current ordering process and compare it with other companies.

**Answer:** D

**NEW QUESTION 66**

Which of the following is the best approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and discussed as they develop?

- A. Waterfall
- B. Linear
- C. Iterative
- D. Agile

**Answer:** D

**NEW QUESTION 71**

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 76**



How can a business analyst show progressive iterations of product development to stakeholders after the requirements baseline has been approved?

- A. Conduct requirement walkthrough sessions.
- B. Talk to distinct testing groups to check testing status.
- C. Create prototype proof-of-concept models.
- D. Review performance data with the project sponsor.

**Answer: C**

#### NEW QUESTION 78

A business analyst has elicited, documented, and verified the requirements, discovering that there are not enough resources to deliver all the requirements. Which technique should the business analyst employ to rectify the issue?

- A. Ask stakeholders to vote on the requirements.
- B. Survey stakeholders on their likes and dislikes about the requirements.
- C. Perform traceability to find out where the requirements originated.
- D. Hold a brainstorming workshop to build the rationale for the requirements.

**Answer: A**

#### NEW QUESTION 79

A business analyst is discussing the acceptance criteria for a new measurement system with the operations manager. The operations manager is particularly concerned about the accuracy of the new system because mistakes in data measurements could be extremely costly to fix. Which of the following is the best strategy to define the appropriate acceptance criteria?

- A. Quantify the risks associated with the measurement errors and update the risk register.
- B. Ask the operations manager to formally accept the requirements documents.
- C. Plan a training session for the new system before it is handed over to the operations manager.
- D. Clearly define the maximum acceptable error rate for the new system.

**Answer: D**

#### NEW QUESTION 82

A business analyst assigned to review test output for a project realizes that an approved requirement has been missed. Which technique could the business analyst have used to ensure that requirements were delivered as stated?

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

**Answer: C**

#### NEW QUESTION 85

After several meetings with different groups of users, a business analyst has gathered the requirements for a large IT project. Now, the business analyst needs to document those requirements in a way that is clearly understood by the development team and provides enough information to check if the requirement has been met.

Which of the following would work best in this case?

- A. Flow chart
- B. Prototyping
- C. User stories
- D. Functional specifications

**Answer: C**

#### NEW QUESTION 90

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 91

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 92

A company is working on the next big release of their best-selling product. The requirements will be validated through in-person validation sessions. What would be the most viable technique to use in this scenario?

- A. A review of the previous version
- B. A brainstorming session
- C. A review of the solution prototype
- D. A use-case development session

**Answer: B**

#### NEW QUESTION 97

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

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

**Answer: C**

#### NEW QUESTION 99

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 100

Which document best provides the boundaries for product development?

- A. Requirements baseline
- B. Project plan
- C. Scope document
- D. Scope definition

**Answer: A**

#### NEW QUESTION 104

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 105

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 110

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 113**

A business analyst is working on a project's acceptance criteria. In an early collaboration with the company's stakeholders, the business analyst identified several user groups within the company:

"Purchaser," "Shipper," "Customer," and "Agent" These user groups categorize stakeholders with similar needs and create a detailed narrative.

Which technique did the business analyst use for evaluating the solution's acceptance criteria?

- A. Stakeholder analysis
- B. Job analysis
- C. Persona analysis
- D. Risk analysis

**Answer:** C

**NEW QUESTION 114**

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 117**

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 120**

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 124**

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 128**

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 133**

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 138**

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 143**

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

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

**Answer:** C

#### **NEW QUESTION 146**

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 148**

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 151**

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

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

**Answer:** A

#### **NEW QUESTION 153**

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 156**

Two weeks prior to the delivery date, a customer changes the business requirements. What should the business analyst do?

- A. Ask the developers to implement the changes.
- B. Deliver the existing product and then begin work on the requested changes.
- C. Trace the requirements and measure the impact of the requested changes on the existing delivery date.
- D. Schedule a review by the change control board (CCB) to determine next steps.

**Answer:** C

**NEW QUESTION 157**

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 159**

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 163**

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 166**

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 168**

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 171**

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 174

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 179

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 184

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 189

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 193

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 195

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 198

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 202

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

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

**Answer: C**

#### NEW QUESTION 205

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 208

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 209

A project that was going well for the last few months has encountered a situation—regulatory authorities have deemed that the project does not meet their requirements. Although regulatory requirements were identified during an earlier phase of the project, there is no substantial evidence to prove that the requirements were formally rejected.

This could have been avoided if:

- A. a change control process for requirements and their statuses was followed.
- B. the project team documented customer requests and obtained sign-off.
- C. the customer met with regulatory authorities to verify that their requirements were also considered.
- D. the project manager circulated the meeting minutes after the discussions with all the attendees.

**Answer: B**

#### NEW QUESTION 211

A project affects the marketing unit and procurement unit. The project manager gives the business analyst an overview of the project for the first time. What should the business analyst do immediately after the discussion?

- A. Schedule time with the process owners.
- B. Develop an issues log.
- C. Assess the risks for the project.
- D. Put the information into a project plan.

**Answer: C**

#### NEW QUESTION 215

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 219

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 220**

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 222**

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 225**

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 227**

What should the business analyst do to ensure that all requirements meet a quality checklist before the development and testing phase?

- A. Negotiate with the client to standardize the requirements.
- B. Assign a verification method to each requirement.
- C. Validate the requirements deemed important by the stakeholders.
- D. Obtain approval from engineering for partial testing of the requirements.

**Answer:** B

**NEW QUESTION 231**

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 233**

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 238**



One of the main purposes for creating a requirements traceability matrix is to:

- A. track the project solution scope.
- B. track how requirements can be connected to the solution.
- C. provide test cases to validate solution deliverables.
- D. document stakeholder approval of project requirements.

**Answer:** B

#### **NEW QUESTION 240**

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 241**

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 245**

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

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

**Answer:** B

#### **NEW QUESTION 250**

Company A would like to enter into a new market. The business analyst has been assigned to 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 255**

What is a standardized, effective, and efficient way to manage changes to project documentation?

- A. A configuration management system
- B. A change control board
- C. A requirements traceability matrix
- D. A configuration verification and audit system

**Answer:** A

#### **NEW QUESTION 256**

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 258**

Which of the following can be used to determine if requirements align to the product's objectives?

- A. Business use cases
- B. Context diagrams
- C. Five Whys
- D. Activity network diagrams

**Answer:** A

**NEW QUESTION 261**

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 263**

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 264**

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