

# 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

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

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 5

Which of the following tools will help facilitate the decision-making process when stakeholders do not agree on the value of an initiative?

- A. PEST analysis
- B. Feasibility analysis
- C. Gap analysis
- D. Force-field analysis

**Answer: B**

#### NEW QUESTION 6

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 7

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 8**

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 9**

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 10**

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 10**

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 15**

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 19**

The business analyst has completed the requirements gathering and documentation processes in developing a baseline document. Several signoffs are needed. During the joint review process with the key stakeholders, the stakeholders announce that they are still not ready to sign off due to a communication gap.

Which technique should the business analyst have followed to ensure consensus?

- A. The business analyst should have reviewed the requirements of the project sponsor first before reviewing other requirements.
- B. The business analyst should have performed a complete review of each requirement with one of the stakeholders' peers before the meeting.
- C. The business analyst should have performed a complete review of each requirement with the key stakeholders prior to the meeting.
- D. The business analyst should have invited the key stakeholders to the meeting.

**Answer:** C

**NEW QUESTION 23**

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 charter.
- B. requirements specification.
- C. business case.
- D. standard operating manual.

**Answer:** A

#### NEW QUESTION 24

A business analyst from Company A has been assigned a project to document and identify requirements for a new commercial software implementation. The first step is to break down the business analysis deliverables into activities and tasks. Then, the business analyst will add an estimate of the time needed to complete the work.

Which type of estimation technique is the business analyst using?

- A. Delphi
- B. Bottom-up
- C. Parametric
- D. Analogous

**Answer:** B

#### NEW QUESTION 28

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 29

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 33

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 36

A new product was designed and delivered to the customer. The product exceeded customer expectations but did not meet the baseline budget for the product. What could be the issue?

- A. There is no issue since the product exceeded the customer expectations.
- B. Risks identified in the risk management plan were not addressed properly.
- C. The sponsor approved the release of the product without reviewing the budget.
- D. Requirements were not properly traced and monitored.

**Answer:** C

#### NEW QUESTION 39

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 41

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 42

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 44

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 45

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 48

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 51

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 54

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 55**

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 58**

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 60**

The human resources, engineering, and marketing departments have provided feedback on the business needs for a new product. After analyzing the feedback from the three departments, it would be best to:

- A. delegate the decision to be made by the product sponsor.
- B. negotiate to best meet each department's objectives.
- C. vote on the product's highest-value business needs.
- D. collaborate on a product scope that aligns with the company's objectives.

**Answer: D**

#### **NEW QUESTION 61**

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 66**

A business analyst has captured all of the requirements from the various stakeholders within the organization and has compiled them into a complete list. After reviewing the list of requirements with the stakeholders, it is determined that the list of requirements is too large and will exceed the allotted budget.

Which tool or technique should the business analyst use with the stakeholders to prioritize the requirements to determine which requirements are approved, deferred, or rejected?

- A. SMART Goals
- B. Timeboxing Analysis
- C. MoSCoW Analysis
- D. SWOT Analysis

**Answer: C**

#### **NEW QUESTION 67**

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 72

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 77

What should be done to ensure that the product design meets the stated requirements?

- A. Engage an experienced development team.
- B. Use a traceability matrix.
- C. Conduct multiple internal design reviews.
- D. Review lessons learned results.

**Answer: C**

#### NEW QUESTION 80

A company is developing a new product for a customer and is required to verify and validate the product against the customer's 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 81

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 84

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 89

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 91

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 94**

A project team delivers a solution based on the approved requirements and is confident that it meets the defined acceptance criteria. What should the business analyst do to obtain signoff?

- A. Refer to the RACI matrix to identify who is responsible for signoff.
- B. Contact the stakeholder who provided the majority of requirements in the traceability matrix.
- C. Contact the sponsor
- D. No signoff is necessary.

**Answer:** A

**NEW QUESTION 96**

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 99**

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 101**

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 106**

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