PMI-PBA

PMI Professional
in Business Analysis

PMI

Exam PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)

Version: 3.0

[Total Questions: 200]

Question No : 1

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

Question No : 2

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

Question No : 3

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 vs. number of requirements rejected

Answer: A

Question No : 4

The technology department identified a defect in the company's software, which leads to an increase in human resource requirements to perform manual transactions as a workaround for tasks that should have been automated. The company begins losing money, so it hires a business analyst to produce a business case that outlines the problem/opportunity, potential options, and a recommendation for how to proceed.

Which of the following analyses must the business analyst perform in order to complete the business case and arrive at a solid recommendation"?

A. Risk
B. Gap
C. SWOT
D. Cost-benefit

Answer: D

Question No : 5

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

Question No : 6

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

Question No : 7

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

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

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

Answer: B

Question No : 8

The client produced a specification for a new product to be developed by Company A. Company A designed and successfully tested the new product against the test plan. yet the client does not agree that it meets the specification.

What could have caused this?

A. The requirements matrix did not adequately track back to client requirements.
B. The product was not adequately tested in accordance with the test plan.
C. Requirement changes were not properly identified in the project charier
D. The product design was not property reviewed by the quality department.

Answer: B

Question No : 9

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

Question No : 10

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

Question No : 11

Which document best provides the boundaries for product development?

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

Answer: A

Question No : 12

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

Question No : 13

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

Question No : 14

A business analysl 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

Question No : 15

What are some of the components of a requirements management plan?

A. Requirements work plan, requirements definition, and traceability matrix template
B. Requirements definition, functional and non-functional requirements, and decision-making process
C. Requirements work plan, prioritization process, and traceability matrix template
D. Requirements definition, requirements attribute template, and traceability matrix template

Answer: C

Question No : 16

A business analyst is preparing a requirements management plan and needs to define a method to deal with a complex project with stakeholders who find it difficult to articulate their needs. Which method

would best minimize requirements risk?

A. Stakeholder analysis
B. Questionnaires
C. Group decision making
D. Prototyping

Answer: B

Question No : 17

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

Question No : 18

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

Question No : 19

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

Question No : 20

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

Question No : 21

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

Question No : 22

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

Question No : 23

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 modeling. Ishikawa diagram, and/or the Five Whys
D. Root cause analysis, problem tracking, and/or benchmarking

Answer: B

Question No : 24

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

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

Answer: A

Question No : 25

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

Question No : 26

How can a SWOT analysis help when deciding between several possible options to address a business problem?

A. It can help the stakeholders identify the strengths and weaknesses of each option.
B. It can help the product owner to determine opportunity cost of not choosing an option.
C. It can help the project sponsor to determine the valuation of each option.
D. It can help the stakeholders to determine how to avoid the threats of each option.

Answer: A

Question No : 27

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

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

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

Answer: B

Question No : 28

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

Question No : 29

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

Question No : 30

A project affects Ihe 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

Question No : 31

A business analyst is ready lo 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

Question No : 32

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

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

Company A has set aside capital to invest in an upgrade to their scheduling system Documentation of the current structure was presented to the business analyst However, the description of certain steps are not documented clearly, and the business analyst has not been allowed to inspect the existing system. During elicitation. the business analyst asked questions of the schedulers as they performed functions in order to gain an understanding of the process.

Which type of elicitation technique did the business analyst use in this instance?

A. Participatory observation
B. Interview
C. Simulation
D. Active observation

Answer: D

Question No : 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

Question No : 36

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

Question No : 37

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.