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
A company is pleased with its delivered solution and reports thai it has heard only minimal complaints for the first three months of use. How can the business analyst determine how well the solution meets the business case?

A. Ask the sponsor for feedback.
B. Conduct a user survey.
C. Survey the project.
D. Compare the results of day-m-the-life (DITL) testing and integration testing.

Answer: A

NEW QUESTION 3
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 4
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 5
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 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
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 8
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 9
The business analysts have concluded a requirements elicitation workshop. They now need to define rationale for each requirement. Which of the following pairs of items would be important to include in the
rationale?

A. Reasons and assumptions
B. Product vision and operational relationships
C. Stakeholder impact and design decisions
D. Functional relationships and work breakdown structure code

Answer: A

NEW QUESTION 10
A business analyst is working with the project manager, company auditors, and project stakeholders to determine whether formal signoff should be required for the project. For which reason would the business analyst recommend formal signoff to the group?

A. The organization follows an iterative project life cycle.
B. The project impact is contained within a small department of the company.
C. The industry is unregulated.
D. Errors in the product could result in financial solvency.

Answer: C

NEW QUESTION 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 15
A company is awarded a contract to design and build a custom product. The contract references a detailed technical specification. What is the best action to take to ensure the design meets customer
requirements?

A. Conduct a one-on-one interview with each member of the technical team to ensure that they understand the customers specification.
B. Develop a test plan to verify that the product meets the performance requirements in the technical specification.
C. Create a system requirements verification matrix to trace the design to the technical requirements and include verification methods.
D. Generate a design package for the product and ask the customer to verify that the design meets his or her technical needs.

Answer: B

NEW QUESTION 19
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 21

A few months into a project, the business analyst determines that the costs are exceeding the perceived benefits. The business analyst wants to address the possible risks of having to cancel the product.
Which of the following documents should be used?

A. Business case
B. Stakeholder impact matrix
C. Business analysis plan
D. Project charter

Answer: A

NEW QUESTION 24
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 27
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 32
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 34
After reviewing a business case, project goals, and objectives, a business analyst determines that the organization prefers taking an exploratory approach to finding the solution that best meets the business need. Which approach best aligns with the business need for this organization?

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

Answer: D

NEW QUESTION 36
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

NEW QUESTION 39
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 40

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 42
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 43
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 agreater number of people.
D. Estimate the effort required for each requirement and develop as many functionalities as possible.

Answer: A

NEW QUESTION 48
A company uses a prioritization range of 1-10. in which 10 represents the highest or best. According to the information from the table, which option should the business • analyst recommend?

		Functionality		Cost	
ID	Description	Weight	Score	Weight	Score
1	Custom solution	7	10	3	1
2	Off-the-shelf solution	7	5	3	10
3	Customized off-the-shelf solution	7	10	3	3
4	Software as a service	7	7	3	5

A. 1
B. 3
C. 4
D. 2

Answer: C

NEW QUESTION 53
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 57
To reduce the amount of time and effort needed to create a product specification for a project, the business analyst plans to reuse:

A. requirements
B. qualitative analysis
C. quantitative analysis
D. risk assessments.

Answer: A

NEW QUESTION 62
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 65
A business analyst has been assigned to Project Y. After a requirements gathering session, the project manager asks the business analyst to identify which requirements would be considered in scope and out of scope, based on the business need.
What document should the business analyst use to determine the relationship of the requirement to the business need?

A. Requirements package
B. Traceability matrix
C. Requirements management plan
D. Reliability matrix

Answer: B

NEW QUESTION 68
A project team has been assembled to streamline accounts payable processes in all divisions of the company. As part of the planning activities, the business analyst is working to identify stakeholders.
Which of the following techniques would the business analyst use to identify stakeholders?

A. Brainstorming
B. Estimation
C. Prototyping
D. State diagram

Answer: A

NEW QUESTION 71
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 73
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 77
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

NEW QUESTION 81
A business analyst is developing a traceability matrix to determine whether or not any gaps exist and to identify any discrepancies.

ID		Business Need	Status	Priority

Which critical field is needed to ensure that the traceability matrix is usable?

A. Status
B. Hierarchy
C. Requirements description
D. Owner

Answer: C

NEW QUESTION 85
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 86
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 87
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 91
Midway through Ihe 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 identity 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 96
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 99
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 104
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 107
When a business analyst uses subject matter experts to define roles and identify influencers. which project artifact is created or updated?

A. SWOT analysis
B. Stakeholder register
C. Stakeholder management plan
D. RACI matrix

Answer: B

NEW QUESTION 112
A national company with offices in every stale 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 116
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 117
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 119
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 123
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 126
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 129
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 131
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 132
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 137
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 140
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

NEW QUESTION 144
A major stakeholder of a project is surprised to learn that a particular requirement was not implemented during the latest launch. The business analyst tells the stakeholder that the requirement status was changed to "deferred."
What could have prevented the stakeholder from being surpnsed about the status change?

A. The status should have been reviewed prior to project launch.

B. The status should have been communicated to the requirement's source.
C. The status should have been updated in the traceability matrix.
D. The status should have been communicated to all project stakeholders.

Answer: D

NEW QUESTION 148
A business analyst is assigned to a business process re-engineering project. In addition to planning a workshop to elicit requirements, the business analyst wants to send out a survey to gather data to use in
a statistical analysis on user satisfaction with the current business process.
Which of the following types of surveys would be most appropriate to create and why?

A. A closed-ended survey to pose several multiple choice questions and ask the users if the current business process is correct
B. An open-ended survey to allow users the opportunity to explain their opinions on the current business process
C. An open-ended survey to collect different opinions on the current business process
D. A closed-ended survey using the Likert scale to rank specific areas of the current business process

Answer: A

NEW QUESTION 151
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 153
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 155
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 159
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 161
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 162

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 165
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 170
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 174
A business analyst for Company A has been assigned to a three-year project to assist health insurance Company B with implementing and testing a new set of medical codes. The business analyst has identified many stakeholders who will participate in the project. For example,Company A will designate technical staff to write and code the requirements and provide a testing team to test the new functionality. The senior director of Company B will require weekly progress updates. The project manager from Company A will create project plans, schedule meetings, and provide meeting minutes.
In the scenario above, what is the role of the technical staff and testing team from Company A?

A. Consult
B. Inform
C. Accountable
D. Responsible

Answer: D

NEW QUESTION 178
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 183
Which tool should be used to improve the communication of product needs with the stakeholders and to improve their understanding?

A. Document management system and a relationship matrix that groups all related documents
B. Workflow management tool that documents the flow of information
C. Modeling tool integrated into a version control feature that ensures that team knowledge is captured
D. Requirements management tool that documents requirements and their properties and relationships

Answer: A

NEW QUESTION 186
Inthe middle of a project, a new requirement was added to the scope. The business analyst must determine if any impacts, dependencies, or risks are associated with the addition to the scope.
What task should the business analyst perform in order to identify these impacts?

A. Manage assumptions and constraints.
B. Manage solution scope.
C. Manage requirements prioritization.
D. Manage requirements traceability.

Answer: A

NEW QUESTION 190
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 192
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 193
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 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 200
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 203
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 205
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 207
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

NEW QUESTION 209
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 213
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 218
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 220
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 222
The customer and Ihe business analyst are collaborating in the development of a solution scope. It is important for the customer to:

A. communicate changes to requirements only when they are completely defined.
B. perform an alternatives analysis for requirements implementation
C. spend the time required to provide, clarify, and elaborate requirements.
D. challenge assessments of the cost and feasibility of requirements.

Answer: C

NEW QUESTION 227
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 228
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 230
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 232
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 233
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 236
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 237
Company A would like to enter into a new market. The business analyst has been assigned lo 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 241
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

NEW QUESTION 244
Once the requirements are compared to internal and external quality standards, what should the business analyst do next?

A. Set the priority of the requirements.
B. Communicate the requirements to stakeholders.
C. Ensure that the requirements are validated.
D. Baseline the requirements.

Answer: C

NEW QUESTION 246
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 248
......

Thank You for Trying Our Product

We offer two products:

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questons and Answers in PDF Format

PMI-PBA Practice Exam Features:

* PMI-PBA Questions and Answers Updated Frequently

* PMI-PBA Practice Questions Verified by Expert Senior Certified Staff

* PMI-PBA Most Realistic Questions that Guarantee you a Pass on Your FirstTry

* PMI-PBA Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

100% Actual & Verified — Instant Download, Please Click
[Order The PMI-PBA Practice Test Here](https://www.surepassexam.com/PMI-PBA-exam-dumps.html)