Pmi

(PMI-PBA)

PMI Professional in Business Analysis

Total: **200 Questions**
Link:

Question: 1

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

Answer: B

Question: 2

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.MoSCoW
    B.RACI matrix
    C.Observation
    D.User stories

Answer: C

Question: 3

The customer and the business analyst are collaborating in the development of a solution scope. It is important for the customer to:

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

Answer: A

Question: 4

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.Request information on the current ordering process and compare it with other companies.

C.Select the software to implement and start working with the technical resources.

D.Schedule a requirements gathering sessions with the manager of the ordering department.

Answer: D

Question: 5

After a project was delivered, the business analyst learns of a project objective with no associated requirement. What would have helped determine this issue before delivery?

A.Context diagram

B.Use cases

C.Tracing requirements

D.Process flow

Answer: C

Question: 6

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.Payback period

C.Return on investment (ROI)

D.Internal rate of return

Answer: D

Question: 7

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.interviewed to understand how the user's work would be impacted.

B.involved in the development and sign-off of the business requirements.

C.given the opportunity to review the user acceptance test scripts.

D.identified as a stakeholder as part of the stakeholder analysis.

Answer: D

Question: 8

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.Inspect the requirements traceability matrix to verify if the requirement is connected to a use case.

C.Determine if the defect is in the solution developed, in the original requirement or in the test case.

D.Verify that the corresponding requirement was appropriately signed off by the requesting stakeholder.

Answer: C

Question: 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 correct action should the business analyst take?

A.Confront the stakeholder that requested the change.

B.Follow the change control process as defined in the business analysis plan.

C.Discuss the change in the next stakeholder meeting.

D.Ask the developer to correct the logo as stated in the requirement.

Answer: B

Question: 10

A company is developing a new e-commerce platform to enter a new market segment. Development is well under way when the government issues a new set of regulations.
Which course of action should the business analyst take?

A.Check the traceability matrix to identify affected use cases.

B.Evaluate if the new set of regulations is aligned with the business case.

C.Evaluate the impact of the change on the project schedule.

D.Obtain management sign-off on the new set of regulations.

Answer: B

Question: 11

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.Estimate the effort required for each requirement and develop as many functionalities as possible.

B.Prioritize and develop the requirements of the marketing department since the project will impact a greater number of people.

C.Conduct a stakeholder analysis and balance requirements by understanding the relative power associated with each stakeholder group.

D.Explain the situation to the CEO and try to obtain an extension of the contract for the actual time necessary to develop the system.

Question: 12

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.Sequence diagram
B.Requirements traceability matrix
C.Requirements attributes table
D.Project schedule and cost baseline

Answer: B

Question: 13

A company's management team has decided to deploy a new product. However, there is concern that users may not accept a new product that forces them to change existing practices.
The business analyst should:

A.adhere to the project plan to achieve project objectives.

B.clearly communicate project objectives and attempt to defuse tensions.

C.delay the application's deployment until the conflicts have been resolved. D.voice user concerns to management and recommend that the project be closed.

Answer: B

Question: 14

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.Errors in the product could result in financial solvency.

D.The industry is unregulated.

Answer: C

Question: 15

Through user acceptance testing, a software flaw was identified. What should the business analyst do next as part of the root cause analysis in order to analyze and resolve the discrepancy?

A.Create an interface analysis
B.Create a Delphi estimation.

C.Create a functional decomposition.
D.Create a fishbone diagram.

Answer: D

Question: 16

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

Answer: A

Question: 17

A sponsor requests a new requirement. The business analyst explains that most of the information needed for this requirement does not exist and that the requirement cannot be implemented. The business analyst recommends deferring the requirement until the needed information is available and then adding it to a subsequent project. The sponsor agrees. What should the business analyst do next?

A.Mark the requirement as complete so that it is not forgotten.

B.Ask the stakeholder to review the requirement before any other action is taken.
C.Communicate that the status of this requirement has changed.

D.Bring the subsequent project to the change control board (CCB).

Answer: C

Question: 18

What should a business analyst do after discovering that two solution requirements conflict?

A.Communicate the conflict to stakeholders and facilitate a resolution. B.Update the requirements baseline and upload it to the project repository.

C.Perform an impact analysis and propose a lower-cost alternative,
D.Consult the sponsor(s) and log the constraint.

Answer: A

Question: 19

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.Observation
B.Process modeling
C.Root cause analysis
D.Interviews

Answer: C

Question: 20

In the 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 requirements traceability.
B.Manage assumptions and constraints.
C.Manage solution scope.

D.Manage requirements prioritization.

Answer: C

Question: 21

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.Scope statement
B.Impact analysis
C.Requirements management plan
D.Pareto analysis

Answer: B

Question: 22

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

A.analyzing the impact on business and underlying systems.

B.prioritizing and scheduling the changes requested.

C.ensuring that change-related incidents are minimized in production.
D.analyzing the impact to the project schedule and budget.

Answer: A

Question: 23

While preparing a business case, an experienced business analyst faces difficulty in deciding which of three different solution options to recommend. The senior vice president (SVP) who requested the business case favors an outsourced solution; however, an analysis favors a custom-developed solution, either but internally or using contract labor.
To prepare the recommendation, what should the business analyst do?

A.Perform solution evaluation.

B.Recommend the SVP's choice, as it is most likely to be adopted.

C.Review the stakeholder analysis

D.Formulate a weighted-ranking matrix.

Answer: A

Question: 24

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

A.Evaluate the solution against the project charter.

B.Conduct performance testing.

C.Evaluate the solution with the sponsor(s)

D.Conduct user acceptance testing.

Answer: D

Question: 25

ID	Options	Revenue growth (weight 5)	Improved customer satisfaction (weight 3)		Reduced time-to-market (weight 4)	Lower maintenance cost (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

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

A.Enhance the existing system

B.Purchase off-the-shelf software.

C.Develop in-house software.

D.Outsource the development.

Answer: C

Question: 26

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. collaborate on a product scope that aligns with the company's objectives.

B. vote on the product's highest-value business needs.
C. delegate the decision to be made by the product sponsor.

D. negotiate to best meet each department's objectives.

Answer: A

Question: 27

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

Answer: B

Question: 28

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.Change through project life cycle
C.Any change to the requirements matrix
D.Changes to stakeholder memberships

Answer: B

Question: 29

Which of the following techniques contrasts the current and desired business views to analyze possible business changes?

A.SWOT analysis
B.Impact analysis SWOT analysis
C.Gap analysis

D.Trend analysis

Answer: C

Question: 30

Midway through the requirements gathering phase, a stakeholder informs the business analyst that a requested requirement does not address the solution. The stakeholder wants to know who made the request. The business analyst spends hours searching emails to identify the requestor.
What should the business analyst have documented?

A.The source in the requirements traceability matrix
B.The source in the RACI matrix
C.Roles and responsibilities in the RACI matrix
D.Sponsor approval in the requirements traceability matrix

Answer: A

Question: 31

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

A.It can help the project sponsor to determine the valuation of each option.

B.It can help the stakeholders identify the strengths and weaknesses of each option. C.It can help the product owner to determine opportunity cost of not choosing an option.

D.It can help the stakeholders to determine how to avoid the threats of each option.

Answer: B

Question: 32

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

A.Deliver the existing product and then begin work on the requested changes.

B.Ask the developers to implement the 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

Question: 33

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

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

D.Context diagrams

Answer: C

Question: 34

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. Operational
B. Time
C. Technical
D. Cost-effectiveness

Answer: A

Question: 35

When determining the value of a business case, which tool or technique should be used?

A. Feasibility analysis
B. Variance analysis
C. Cost-benefit analysis
D. SWOT analysis

Answer: C

Question: 36

A stakeholder has rejected a project's deliverable because it does not meet the original business need. It is further determined that the deliverable does not meet the requirements identified in the baseline.
What is the best approach to resolve this issue?

A. Provide the stakeholder with a copy of the approved requirements baseline and move forward without making a change.

B. Meet with the customer can apologize for misunderstanding the business's need.

C. Require development resources to work overtime to modify the deliverable to satisfy the stakeholder. D. Suggest re-estimating the requirement and following the change control process.

Answer: D

Question: 37

A business analyst has been assigned to a project to implement a new phone system for a customer call center. The business analyst will need to create a business case.
Which of the following components will the business analyst use as input to the business case?

A.Product scope

B.Work breakdown structure
C.Project timeline
D.Project scope

Answer: A

Question: 38

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.Prototyping
B.Surveying
C.Brainstorming
D.Interviewing

Answer: B

Question: 39

The business analyst receives multiple changes from different stakeholders during the requirements gathering phase of a project. How should the business analyst track the requirements throughout the lifecycle of the project to secure the delivery of the expected solution?

A.Record all the requirements in a matrix, review it regularly, and get approval from stakeholders.

B.Perform inspections through the lifecycle of the project to detect any gaps and adjust the requirements baseline.

C.Plan regular meetings with stakeholders to review the requirements baseline update and to discuss changes.

D.Establish a risk traceability matrix and designate someone to manage each risk with the appropriate response.

Answer: A

Question: 40

When a business analyst uses subject matter experts to define roles and identify influencers, which project artifact is created or updated?

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

Answer: C

Question: 41

Which of the following would be the best practice in product validation?

A.The evaluation criteria should be the same as what was used to measure the requirement.

B.There should be two separate measurements for evaluating each functional requirement. C.The measurement of the requirement should be based on the average of two or more evaluations. D.Two or more testers should test the product using the same test cases so that their evaluations are consistent.

Answer: A

Question: 42

An organization is evaluating the possibility of conducting business internationally. Which factors should be investigated at the onset of the initiative?

A.Deliverables to be produced
B.External dependencies
C.Impacts on requirements baseline
D.Change control processes

Answer: B

Question: 43

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

A. Inspection
B. Facilitated workshops
C. Contextual inquiry
D. Expert judgment

Answer: A

Question: 44

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

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

Answer: B

Question: 45

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: C

Question: 46

The business analyst wishes to 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. How is the organizational chart structured?

B. What is the business need?

C. Which functional areas are impacted?

D. Which stakeholders have the most influence?

Answer: B

Question: 47

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. Root cause analysis

B. Capability table

C. As-is process

D. Requirements traceability matrix

Answer: C

Question: 48

A key component of the business analyst's 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.act as a resource only when users encounter difficulties while performing tests.

D.assist the quality assurance department by defining acceptance criteria.

Answer: D

Question: 49

A business analysis team has collected the main business requirements from the major stakeholders of a project. The team wants to be sure that each stakeholder has a clear understanding of the areas of analysis that will be in

scope.
Which model should the team employ to ensure the most effective representation of analysis boundary?

A. Context diagram
B. Data flow diagram
C. State diagram
D. Entity relationship diagram

Answer: A

Question: 50

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

Answer: B

Question: 51

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.Ask the sponsor for more resources.

B.Review the business case to reconsider the project.

C.Ask the developer's team manager for more resources.

D.Hire external subject matter experts for the core project team.

Answer: D

Question: 52

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.Cost-benefit analysis of the existing system
B.New solution design specification
C.Customer metrics on the existing system
D.Technical readiness of the development team

Question: 53

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

Answer: C

Question: 54

The project manager is beginning to prepare for a test readiness review with the customer. The project manager knows that the customer will want a summary of requirements that have been rejected or deferred. The project manager has requested that the business analyst provide a list of rejected and deferred requirements. What should the business analyst have done to complete this request?

   A. Limit the number of rejected requirements on the project.

   B. Set up a change control board to track the number of rejections.

   C. Track rejected requirements in the system requirements verification matrix.

   D. Spend more time up-front reviewing the requirements to limit rejections.

Answer: C

Question: 55

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. work breakdown structure.

   B. vision/scope document
   C. project charter.

   D. requirements traceability matrix.

Answer: B

Question: 56

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

Question: 57

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.Expected vs. actual results
B.Expected vs. actual costs
C.Schedule variance
D.Quality variance

Answer: B

Question: 58

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 design was not properly reviewed by the quality department. C.Requirement
changes were not properly identified in the project charter. D.The product was not
adequately tested in accordance with the test plan.

Answer: C

Question: 59

A company is pleased with its delivered solution and reports that is 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. Survey the project.

C. Conduct a user survey.

D. Compare the results of day-in-the-life (DITL) testing and integration testing.

Answer: C

Question: 60

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. Business case
B. Business requirements
C. Solution design
D. Solution scope

Answer: D