

PMI.PMI-PBA.v2025-09-05.q160

Exam Code:	PMI-PBA
Exam Name:	PMI Professional in Business Analysis (PMI-PBA)
Certification Provider:	PMI
Free Question Number:	160
Version:	v2025-09-05
# of views:	1782
# of Questions views:	1600
https://www.freepdfdumps.com/PMI.PMI-PBA.v2025-09-05.q160.html	

NEW QUESTION: 1

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. Rules modeling
- B. Interface modeling
- C. Enterprise modeling
- D. Data modeling

Answer: (SHOW ANSWER)

NEW QUESTION: 2

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 3

A new project is in the planning phase. The business owner believes that, since the timeline is aggressive, requirements elicitation should begin as soon as possible.

Which activity should the business analyst initiate before beginning requirements elicitation?

- A. Draft a high-level data model.
- B. Prepare the requirements traceability matrix.
- C. Define how the solution will be evaluated.
- D. Document how the relevant systems interact.

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 4

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. Process flow
- D. Tracing requirements

Answer: D ([LEAVE A REPLY](#))

Tracing requirements is a technique that involves tracking the origin, dependencies, allocation, and status of each requirement throughout the project life cycle. Tracing requirements can help the business analyst to determine this issue before delivery by ensuring that each project objective is linked to one or more requirements, and that each requirement is verified and validated against the project objectives. Tracing requirements can also help to identify any missing, redundant, or conflicting requirements. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 5

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 ([LEAVE A REPLY](#))

NEW QUESTION: 6

Prior to the design phase, the project team needs to conduct a requirements review with the customer. To prepare for the review, it would be best for the team to:

- A. prepare a test procedure for the product to discuss at the requirements review.

- B.** start designing the product to impress the customer with the amount of progress achieved early in the project.
- C.** evaluate the requirements and highlight those that cannot be met or need to be deferred.
- D.** request a contract amendment to delete any requirements from the contract that will be difficult to meet.

Answer: ([SHOW ANSWER](#))

According to the PMI Guide to Business Analysis, a requirements review is a formal meeting where the requirements are presented and evaluated by the stakeholders, subject matter experts, and other relevant parties. The purpose of the review is to ensure that the requirements are clear, complete, consistent, feasible, testable, and aligned with the business needs and objectives. To prepare for the review, it would be best for the team to evaluate the requirements and highlight those that cannot be met or need to be deferred, as this would help to identify any gaps, risks, issues, or dependencies that need to be addressed or resolved before proceeding to the design phase. Preparing a test procedure, starting the design, or requesting a contract amendment are not appropriate actions to take before the review, as they could introduce errors, biases, or conflicts in the requirements. References: PMI Guide to Business Analysis, page 181-182.

NEW QUESTION: 7

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 8

When eliciting requirements, a good time to consider using the interviewing method is when:

- A.** attempting to obtain sign-off on requirements from stakeholders.
- B.** there is not enough time to gather requirements from many different sources.
- C.** assembling a requirements traceability matrix.
- D.** there are communication challenges among stakeholders.

Answer: **D** ([LEAVE A REPLY](#))

NEW QUESTION: 9

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. MoSCoW
- C. Time-boxing
- D. Budget analysis

Answer: [\(SHOW ANSWER\)](#)

Time-boxing is a prioritization technique that involves assigning a fixed amount of time or resource to each requirement or deliverable, and delivering as much value as possible within that time or resource constraint.

Time-boxing is useful when the project has a tight timeline or budget, and the stakeholders have too many requirements for the delivery window. Time-boxing helps to focus on the most important and valuable requirements, and to manage the expectations and scope of the stakeholders. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 18; Business Analysis for Practitioners: A Practice Guide², page 97.

NEW QUESTION: 10

A business analyst has received a test result report that shows evidence of defective functionality. The business analyst checks the test result again and verifies that the functionality behaves according to the requirements.

At this point, the business analyst should first:

- A. verify that the test case is incorrect.
- B. let the users decide if the test result is acceptable.
- C. change the requirement according to the test result.
- D. ask the tester to perform the test again.

Answer: [A \(LEAVE A REPLY\)](#)

A test case is a set of conditions or variables under which a tester will determine whether a system under test satisfies the requirements or works correctly. A test case is derived from the requirements and the acceptance criteria, and it specifies the input data, expected output, and execution steps. A test case is incorrect if it does not match the requirements or the acceptance criteria, or if it contains errors, ambiguities, or inconsistencies.

If the business analyst receives a test result report that shows evidence of defective functionality, but verifies that the functionality behaves according to the requirements, the business analyst should first verify that the test case is incorrect. This can be done by reviewing the test case, comparing it with the requirements and the acceptance criteria, and identifying any discrepancies or flaws. By verifying that the test case is incorrect, the business analyst can avoid unnecessary changes to the requirements or the solution, and ensure that the test results are valid and reliable. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline³, page 21; Business Analysis for Practitioners: A Practice Guide⁴, page 101.

NEW QUESTION: 11

A business analyst has started a project for a system enhancement. In order to determine how the requirements will be approved, the business analyst schedules a meeting with the stakeholders to discuss the proposed approval process.

Which measure of effective decision making allows the business analyst to finalize the process for requirement approval?

- A. The requirements validation process is documented.
- B. The requirements approval process is documented.
- C. The requirements verification process is documented
- D. The requirements elicitation process is documented.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 12

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: ([SHOW ANSWER](#))

Explanation/Reference: <https://www.wisdomjobs.com/e-university/business-analyst-tutorial-3/validate-solution-12447.html>

NEW QUESTION: 13

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. MoSCoW
- B. SMART goals
- C. RACI models
- D. Storyboarding

Answer: A ([LEAVE A REPLY](#))

The MoSCoW technique is a prioritization technique that helps to rank requirements according to their importance and urgency. The acronym stands for Must have, Should have,

Could have, and Won't have. This technique can help the business analyst to manage requirements by focusing on the most critical ones and minimizing the scope creep.

References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 19.

NEW QUESTION: 14

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.** Swimlane diagram
- C.** Decomposition model
- D.** Business analysis work plan

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 15

A business analyst has been assigned to a project team that is redesigning the company's website. The business analyst has been documenting the relationships between requirements and has found requirements that do not trace to a business need.

Which type of requirements are these?

- A.** In-scope
- B.** Tested
- C.** Implemented
- D.** Out-of-scope

Answer: ([SHOW ANSWER](#)**)**

Explanation

The type of requirements that do not trace to a business need are out-of-scope requirements. Out-of-scope requirements are the requirements that are not related to the project scope, objectives, or deliverables, and that do not contribute to the solution of the business problem or opportunity. Out-of-scope requirements are usually identified and excluded during the requirements analysis and traceability processes, to avoid wasting time, resources, and effort on unnecessary or irrelevant features or functions. Out-of-scope requirements can be caused by various factors, such as unclear or changing business needs, conflicting or unrealistic stakeholder expectations, poor communication or elicitation techniques, or lack of validation or verification methods.

References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline¹, page 18;

Business Analysis for Practitioners: A Practice Guide², page 92.

NEW QUESTION: 16

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

Answer: D (LEAVE A REPLY)

Explanation

Customer metrics on the existing system are an input into solution evaluation and decision making in this context, as they provide a baseline for measuring the performance and value of the new solution. The business analyst can use these metrics to compare the existing system with the new solution and assess how well the new solution meets the customer needs and expectations. A cost-benefit analysis of the existing system is not an input into solution evaluation and decision making, as it does not reflect the customer perspective or satisfaction with the system. Technical readiness of the development team is not an input into solution evaluation and decision making, as it does not relate to the quality or effectiveness of the new solution. A new solution design specification is not an input into solution evaluation and decision making, as it describes how the new solution will be built, not how it will perform or deliver value. References: Business Analysis for Practitioners: A Practice Guide, page 176-177; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 20.

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NEW QUESTION: 17

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 18

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

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

Answer: D (LEAVE A REPLY)

Explanation/Reference:

NEW QUESTION: 19

The project team is early in the development phase of a new product. The project will need to be completed on a tight timeline and with a lean budget.

What should the team do to reduce the risk of rework?

- A. Ask the project sponsor to prioritize the requirements.
- B. Organize a new elicitation workshop.
- C. Perform a Pareto analysis on the requirements.
- D. Validate the requirements before continuing with development.

Answer: D (LEAVE A REPLY)

Explanation

Validating the requirements is a key activity to reduce the risk of rework, especially for a project with a tight timeline and a lean budget. Validating the requirements means ensuring that they are aligned with the business needs, objectives, and expectations of the stakeholders, and that they are clear, complete, consistent, feasible, and testable. Validating the requirements can help the business analyst and the project team to identify and resolve any errors, gaps, conflicts, or ambiguities in the requirements before they are implemented, and to avoid any unnecessary changes or rework later in the project lifecycle. References:

PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline¹, page 20; Business Analysis for Practitioners:

A Practice Guide², page 100.

NEW QUESTION: 20

Which document best provides the boundaries for product development?

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 21

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: (SHOW ANSWER)

Explanation/Reference: <https://www.businessanalystlearnings.com/blog/2015/10/21/the-role-of-business-analysts-in-user-acceptance-test-sessions-how-to-identify-test-cases>

NEW QUESTION: 22

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 management plan was not updated with the change.
- B. The scope management plan was not updated with the change.
- C. The requirements traceability matrix was not updated with the change.
- D. The schedule management plan was not updated with the change.

Answer: C (LEAVE A REPLY)

Explanation

A requirements traceability matrix is a tool that links the requirements to their sources, objectives, and deliverables. It helps to track the status, changes, and verification of each requirement throughout the project life cycle. If the requirements traceability matrix was not updated with the change, it could result in a key requirement being missed or overlooked in the implementation. The other options are not likely to cause this problem. The requirements management plan is a document that describes how the requirements will be elicited, analyzed, documented, validated, and managed. The scope management plan is a document that describes how the project scope will be defined, controlled, and verified. The schedule management plan is a document that describes how the project schedule will be developed, monitored, and controlled. References:

PMI-PBA

Examination Content Outline, page 13; PMI-PBA

Reference List, page 1, BABOK

Guide v3,

page 39; 6.

NEW QUESTION: 23

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 Pareto analysis
- C. A work breakdown structure analysis of the service
- D. A flowchart of the service

Answer: B (LEAVE A REPLY)

NEW QUESTION: 24

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

Answer: B (LEAVE A REPLY)

The business analyst should determine if the defect is in the solution developed, in the original requirement, or in the test case. This criterion will help the business analyst to identify the root cause of the defect, and to decide the appropriate response to the defective test result. Depending on the source of the defect, the business analyst may need to revise the requirement, update the test case, or request a change to the solution. The business analyst should also communicate the defect and the response to the relevant stakeholders, and document the discrepancy report accordingly. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 25; Business Analysis for Practitioners: A Practice Guide², page 140.

NEW QUESTION: 25

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 26

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. Interview
- C. Document analysis
- D. Interface analysis

Answer: (SHOW ANSWER)

An interview is a technique that involves a structured or unstructured conversation between the business analyst and one or more stakeholders to elicit information, opinions, or feedback about a topic. An interview can be conducted face-to-face, over the phone, or through other communication channels. An interview can be prepared in advance with a list of questions or topics to cover, or it can be spontaneous and flexible. An interview can be used to explore the needs, expectations, preferences, or concerns of the stakeholders, as well as to clarify, verify, or validate the requirements. An interview is suitable for a project involving a low number of stakeholders, as it allows the business analyst to establish rapport, ask probing questions, and obtain detailed and specific information from each stakeholder. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 17; Business Analysis for Practitioners: A Practice Guide², page 89.

NEW QUESTION: 27

A company is pleased with its delivered solution and reports that 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. Conduct a user survey.
- B. Ask the sponsor for feedback.
- C. Survey the project.
- D. Compare the results of day-in-the-life (DITL) testing and integration testing.

Answer: (SHOW ANSWER)

A user survey is a technique that can be used to determine how well the solution meets the business case. A user survey is a method of collecting feedback from the end users of the solution about their satisfaction, preferences, expectations, needs, problems, or suggestions. A user survey can help to measure the performance, quality, usability, and value of the solution and compare it with the expected benefits and outcomes defined in the business case. A user survey can also help to identify areas for improvement or enhancement of the solution. Asking the sponsor for feedback is not sufficient to determine how well the solution meets the business case, as it does not capture the perspective of the end users who are directly affected by the solution. Surveying the project is not relevant to this scenario, as it does not focus on the solution but rather on the project management processes and practices. Comparing the results of day-in-the-life (DITL) testing and integration testing is not effective, as it does not reflect the actual usage and experience of the solution by the end users after deployment. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 14; Business Analysis for Practitioners: A Practice Guide², page 80.

NEW QUESTION: 28

Which document best provides the boundaries for product development?

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

Answer: A (LEAVE A REPLY)

Explanation/Reference: <https://www.pumpsandsystems.com/general-scope-document-project-boundaries>

NEW QUESTION: 29

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. Prototyping
- B. Diagrams
- C. Use cases
- D. Document analysis

Answer: (SHOW ANSWER)

According to the PMI Guide to Business Analysis, a use case is a technique that describes how an actor interacts with a system or a process to achieve a specific goal. A use case can help to prevent problems from occurring in the implementation of a new application, as it can capture the functional requirements and the expected behavior of the system or the process, as well as the exceptions and alternative flows. A use case can also help to design and execute test cases that cover all the possible scenarios and outcomes. In this case, a use case could have prevented the problem of a worker using a field that was not supposed to be used, as it could have specified the valid inputs and outputs for the report, and the actions and responses of the system or the process. Prototyping, diagrams, and document analysis are other techniques that can help to analyze and communicate requirements, but they do not necessarily prevent problems from occurring in the implementation of a new application, as they do not describe the interactions and outcomes of the system or the process in detail. References: PMI Guide to Business Analysis, page 165-166.

NEW QUESTION: 30

The best way to ensure the integrity of requirements is to:

- A. implement version control, maintain a history of requirements changes, and track the status of each requirement.

B. use a requirements management tool, measure requirements volatility, and maintain a history of requirements changes.

C. establish a change control board, track the status of each requirement, and use a requirements management tool.

D. establish a requirements baseline, establish a change control board, and label each requirement uniquely.

Answer: ([SHOW ANSWER](#))

Explanation

Version control is a technique that helps to manage changes to requirements and ensure that only authorized changes are made. It also helps to maintain a history of requirements changes, which records the date, reason, and impact of each change. Tracking the status of each requirement helps to monitor the progress and completion of requirements throughout the project life cycle. These practices help to ensure the integrity of requirements and avoid confusion, inconsistency, or ambiguity. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline (2019), page 8; Business Analysis for Practitioners: A Practice Guide (2015), page 38.

NEW QUESTION: 31

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

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

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

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

Answer: ([SHOW ANSWER](#))

The system requirements verification matrix is a tool that helps to track the status of each requirement throughout the project lifecycle. It shows whether a requirement has been accepted, rejected, deferred, or implemented. The business analyst should have used this tool to record the reasons for rejection or deferral of any requirement, as well as the impact and resolution of such changes. This way, the business analyst can easily provide a list of rejected and deferred requirements to the project manager upon request. Setting up a change control board is not enough to track the number of rejections, as it does not provide a detailed record of each requirement's status. Limiting the number of rejected requirements on the project is not a realistic or helpful approach, as some requirements may be invalid, incomplete, or conflicting and need to be rejected or deferred for the benefit of the project. Spending more time up-front reviewing the requirements may reduce the chances of

rejections, but it does not guarantee that no requirement will be rejected or deferred later in the project. References: Business Analysis for Practitioners: A Practice Guide, page 161-162; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 19.

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NEW QUESTION: 32

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

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 33

Which of the following actions will contribute most to the success of the initial stage of the project?

- A. Interview stakeholders to clearly define the problem.
- B. Establish the change control process of the project.
- C. Define the acceptance criteria required during the acceptance phase.
- D. Document the requirements and obtain sign-off.

Answer: A (LEAVE A REPLY)

Explanation/Reference:

NEW QUESTION: 34

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. Any change to the requirements matrix

D. Change through project life cycle

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 35

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. Data flow diagram

B. Context diagram

C. State diagram

D. Entity relationship diagram

Answer: B ([LEAVE A REPLY](#))

According to the PMI Guide to Business Analysis, a context diagram is a model that shows the boundaries of an area of analysis, such as a project, a system, a process, or an organization. A context diagram depicts the main entities or actors involved in the area of analysis, and the interactions or data flows between them. A context diagram can help to ensure the most effective representation of analysis boundary, as it provides a high-level overview of the scope and context of the area of analysis, and helps to identify the key stakeholders and their relationships. A context diagram can also help to communicate and validate the scope and context with the stakeholders, and to identify any assumptions or risks related to the area of analysis. A data flow diagram, a state diagram, and an entity relationship diagram are other models that can help to analyze an area of analysis, but they do not necessarily show the boundary or scope of it. References: PMI Guide to Business Analysis, page 158-159.

NEW QUESTION: 36

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 project management plan

B. Decision-making process in the business analysis plan

C. Communications approach in the business analysis plan

D. Communications approach in the project management plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 37

How should a business analyst determine whether a solution satisfies business requirements?

- A. By reviewing the results of user acceptance testing
- B. By evaluating the solution against the project charter
- C. By conducting a brainstorming session with end users
- D. By reviewing the traceability matrix

Answer: B (LEAVE A REPLY)

According to the PMI Guide to Business Analysis, user acceptance testing is a technique that involves verifying and validating that the solution meets the business requirements and satisfies the stakeholder needs and expectations. User acceptance testing is usually performed by the end users or their representatives, who evaluate the solution against predefined acceptance criteria and provide feedback on its functionality, usability, performance, quality, etc. User acceptance testing can help to determine whether a solution satisfies business requirements, as it can demonstrate that the solution delivers the intended business value and benefits, and that it meets or exceeds the stakeholder satisfaction. By reviewing the results of user acceptance testing, a business analyst can assess how well the solution meets business requirements, and identify any gaps or issues that need to be addressed or resolved. Evaluating the solution against the project charter, conducting a brainstorming session with end users, or reviewing the traceability matrix are other ways to analyze and validate requirements, but they do not necessarily determine whether a solution satisfies business requirements, as they do not involve testing or evaluating the solution in real or simulated conditions. References: PMI Guide to Business Analysis, page 317-318.

NEW QUESTION: 38

A business analyst has been assigned to ProjectY. 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. Traceability matrix
- B. Requirements package
- C. Reliability matrix
- D. Requirements management plan

Answer: (SHOW ANSWER)

Explanation/Reference: <https://www.linkedin.com/pulse/relationships-between-requirements-design-elements-gurjar-cbap>

NEW QUESTION: 39

A business analyst is documenting the acceptance criteria to support 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 did not include the scope document in the acceptance criteria paperwork.

- B. The analyst failed to gather any baseline information.
- C. The analyst performed forward and backwards traceability.
- D. The analyst utilized user stories as a requirements document tool.

Answer: ([SHOW ANSWER](#))

Explanation

Baseline information is the current state or performance of a system or process before any changes are made.

Baseline information is essential for documenting the acceptance criteria, which are the conditions that must be met for a solution or deliverable to be accepted by the stakeholders. The analyst should have gathered baseline information to support the minor modification in the user portal, such as the current customer satisfaction rate, response time, error rate, etc. The analyst should have compared the baseline information with the expected outcomes of the modification, and defined the acceptance criteria accordingly. If the analyst failed to gather any baseline information, the acceptance criteria would be incomplete and returned. The other options are not likely to cause this problem. The scope document is a document that defines the boundaries and deliverables of the project or solution, but it is not required to be included in the acceptance criteria paperwork. Forward and backward traceability are techniques to link the requirements to their sources and deliverables, which can help to ensure completeness and consistency of the requirements. User stories are a tool to document the requirements from the perspective of a user or customer, using a simple format of "As a

<role>, I want <goal>, so that <benefit>". User stories can be used as a requirements document tool, but they are not sufficient for defining the acceptance criteria. References: PMI-PBA

Examination Content Outline,
page 13; PMI-PBA
Reference List, page 1, BABOK
Guide v3, page 39.

NEW QUESTION: 40

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

Answer: A ([LEAVE A REPLY](#))

According to the PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, one of the tasks under the domain of Planning is to "Develop a risk management plan for business analysis activities and monitor risks, issues, and assumptions" (Task 9). This implies that the business analyst is responsible for identifying, analyzing, and managing

the risks that may affect the business analysis activities and deliverables. If the risks are not addressed properly, they may result in deviations from the baseline budget, schedule, scope, or quality of the product. Therefore, the issue in this scenario could be that the risks identified in the risk management plan were not addressed properly.

NEW QUESTION: 41

After completing the requirements, the project manager and business analyst realize that the project scope is not feasible in the projected schedule. The business analyst needs to review the amount of work the team is capable of delivering based on the approved project schedule.

Which prioritization technique should the business analyst use?

- A.** Time-boxing
- B.** SWOT analysis
- C.** Weighted ranking
- D.** Multivoting

Answer: [\(SHOW ANSWER\)](#)

Time-boxing is a prioritization technique that involves allocating a fixed amount of time or resources to each requirement or backlog item. Time-boxing can help the business analyst to review the amount of work the team is capable of delivering based on the approved project schedule by setting deadlines and constraints for each requirement or backlog item. Time-boxing can also help to focus on the most valuable and feasible requirements or backlog items and avoid scope creep or gold plating. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 66.

NEW QUESTION: 42

For a large, highly complex project with significant risk, which elicitation technique should be used to analyze input to and output from the product?

- A.** System analysis
- B.** Dependency analysis
- C.** Risk analysis
- D.** Interface analysis

Answer: **D** [\(LEAVE A REPLY\)](#)

Explanation

Interface analysis is a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk. Interface analysis is a technique that involves identifying and specifying how different components of a product interact with each other or with external systems or users. Interface analysis can help to define and document the data flows, formats, protocols, rules, and behaviors of each interface. Interface analysis can also help to identify and mitigate any risks or issues related to compatibility, integration, interoperability, or usability of the product. System analysis is not

a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk. System analysis is a broad term that refers to various activities and techniques for studying, designing, developing, testing, or maintaining a system. System analysis can include interface analysis as one of its aspects, but it is not a specific technique for analyzing input to and output from the product. Dependency analysis is not a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk. Dependency analysis is a technique that involves identifying and evaluating how different elements of a project or a product depend on each other or on external factors.

Dependency analysis can help to determine the impact of changes, prioritize tasks, allocate resources, or manage risks. Dependency analysis can include interface analysis as one of its aspects, but it is not a specific technique for analyzing input to and output from the product. Risk analysis is not a technique that should be used to analyze input to and output from the product for a large, highly complex project with significant risk.

Risk analysis is a technique that involves identifying and assessing potential threats or uncertainties that may affect a project or a product. Risk analysis can help to quantify or qualify risks, prioritize risks, plan responses, or monitor risks. Risk analysis can include interface analysis as one of its aspects, but it is not a specific technique for analyzing input to and output from the product. References: Business Analysis for Practitioners:

A Practice Guide 1, page 78-79; PMI Professional in Business Analysis (PMI-PBA)

Examination Content

Outline 2, page 16-17.

NEW QUESTION: 43

Testing on a project has been completed. In order to proceed with deployment, a decision is needed.

Who should the business analyst contact to review the testing results and get approval to proceed with deployment?

- A.** The tester identified in the testing strategy
- B.** The person identified in the RACI matrix
- C.** The project manager identified in the project charter
- D.** The project sponsor identified in the scope document

Answer: B (LEAVE A REPLY)

The person identified in the RACI matrix as accountable for deployment approval is the one who should be contacted by the business analyst to review the testing results and get approval to proceed with deployment.

The RACI matrix defines who is Responsible, Accountable, Consulted, and Informed for each task or deliverable in a project or a process. The accountable person has the authority and accountability to approve or reject the work. The tester identified in the testing strategy is not necessarily the one who can approve deployment, as they may only be responsible for conducting testing. The project manager identified in the project charter may not have the

authority to approve deployment, as they may only be responsible for managing the project. The project sponsor identified in the scope document may not be involved in deployment approval, as they may only be informed of the project progress and outcomes.

NEW QUESTION: 44

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 not formally accepted by the company.
- D.** was incomplete and missing requirements.

Answer: B (LEAVE A REPLY)

Explanation

Measurable and testable requirements are requirements that have clear and specific criteria that can be used to verify and validate the product against the customer's expectations.

Measurable and testable requirements can help to avoid ambiguity, confusion, or disagreement between the customer and the company. If the customer's acceptance test plan did not have measurable and testable requirements, it could result in a situation where the product was successfully verified against the acceptance test criteria, but the customer did not believe that the product met the requirements. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 45

What is one benefit of documenting the change control process?

- A.** Stakeholders are shielded from how changes are assessed.
- B.** Stakeholders know how to request changes.
- C.** Stakeholders have a schedule of changes to be deployed.
- D.** Stakeholders understand the difficulty of managing requirements.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 46

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.** Data dictionary

- B. Configuration management system
- C. Sequence diagram
- D. Process model

Answer: B (LEAVE A REPLY)

Explanation

A configuration management system is a tool that can be used to trace the large number of requirements that will be generated by this project. A configuration management system is a system that consists of the processes, procedures, tools, and databases that are used to manage and control the configuration items of the project. A configuration item is any component of the project that has a defined and approved version, such as a requirement, a deliverable, a document, a model, a test case, etc. A configuration management system can help the business analyst and the project team to record, track, update, and maintain the configuration items throughout the project lifecycle, and to ensure their consistency, integrity, and traceability. A configuration management system can also help to handle changes, resolve issues, and measure the quality and performance of the project. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content

Outline1, page 24; Business Analysis for Practitioners: A Practice Guide2, page 133.

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NEW QUESTION: 47

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

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 48

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. Surveys
- C. Decision tree
- D. Document analysis

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 49

A business analyst has been assigned to a project team that is redesigning the company's website. The business analyst has been documenting the relationships between requirements and has found requirements that do not trace to a business need.

Which type of requirements are these?

- A. Implemented
- B. Out-of-scope
- C. In-scope
- D. Tested

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 50

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

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 51

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 work breakdown structure analysis of the service
- B. A Pareto analysis
- C. A flowchart of the service

D. A cause-and-effect diagram

Answer: B (LEAVE A REPLY)

Explanation

According to the PMI Guide to Business Analysis, a Pareto analysis is a tool that helps to prioritize problems or causes based on their frequency or impact. It is based on the Pareto principle, which states that 80% of the effects come from 20% of the causes. A Pareto analysis can help to identify the high-priority changes needed to improve a service by showing which problems or causes account for most of the complaints or dissatisfaction. A work breakdown structure analysis, a flowchart, and a cause-and-effect diagram are other tools that can help to analyze a service, but they do not necessarily help to prioritize the changes needed to improve it. References: PMI Guide to Business Analysis, page 145-146.

NEW QUESTION: 52

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

A. Requirements management tool that documents requirements and their properties and relationships

B. Document management system and a relationship matrix that groups all related documents

C. Modeling tool integrated into a version control feature that ensures that team knowledge is captured

D. Workflow management tool that documents the flow of information

Answer: B (LEAVE A REPLY)

A modeling tool integrated into a version control feature that ensures that team knowledge is captured is a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding. A modeling tool is a tool that allows the business analyst to create visual representations of the product needs, such as diagrams, charts, graphs, or mockups. These models can help the stakeholders to comprehend and verify the requirements more easily than textual descriptions. A version control feature is a tool that allows the business analyst to track and manage changes to the models and ensure that they are consistent and accurate. A version control feature also enables collaboration and knowledge sharing among the team members and stakeholders. A requirements management tool that documents requirements and their properties and relationships is not a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding, as it does not provide visual or graphical representations of the product needs. A document management system and a relationship matrix that groups all related documents is not a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding, as it does not create or display models of the product needs. A workflow management tool that documents the flow of information is not a tool that should be used to improve the communication of product needs with the stakeholders and to improve their understanding,

as it only focuses on one aspect of the product needs and does not capture other dimensions such as functionality, quality, or value. References: Business Analysis for Practitioners: A Practice Guide 1, page 77-78; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 16.

NEW QUESTION: 53

A project team has completed the system use cases along with accompanying screen mockups. The business analyst schedules a review meeting with the client team to walk through the artifacts.

What is the purpose of this meeting?

- A.** To validate that the documents are aligned with the solution requirements
- B.** To validate that the system is aligned with the stakeholder requirements
- C.** To verify that the system is aligned with the quality requirements
- D.** To verify that the documents are aligned with the transition requirements

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 54

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.** Plurality
- C.** Consensus
- D.** Unanimity

Answer: ([SHOW ANSWER](#)**)**

Explanation

Plurality is the decision role that was used by the project team to decide which requirements will be included in the next release. Plurality means that the option with the most votes is selected, even if it does not have a majority (more than 50%) of the votes. Plurality is a decision role that can be used when there are more than two options and a quick decision is needed. References: PMI Guide to Business Analysis, Chapter 4, Section 4.3.2.4; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, Domain II: Planning, Task 3.

NEW QUESTION: 55

The document that defines the process for managing requirements revisions is the:

- A.** scope management plan.

- B. communications management plan.
- C. project management plan.
- D. change management plan.

Answer: B (LEAVE A REPLY)

NEW QUESTION: 56

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. Bring the subsequent project to the change control board (CCB).
- B. Mark the requirement as complete so that it is not forgotten.
- C. Communicate that the status of this requirement has changed.
- D. Ask the stakeholders to review the requirement before any other action is taken.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 57

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

Answer: B (LEAVE A REPLY)

A configuration management system is a tool that can be used to trace the large number of requirements that will be generated by this project. A configuration management system is a system that consists of the processes, procedures, tools, and databases that are used to manage and control the configuration items of the project. A configuration item is any component of the project that has a defined and approved version, such as a requirement, a deliverable, a document, a model, a test case, etc. A configuration management system can help the business analyst and the project team to record, track, update, and maintain the configuration items throughout the project lifecycle, and to ensure their consistency, integrity, and traceability. A configuration management system can also help to handle changes, resolve issues, and measure the quality and performance of the project. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 24; Business Analysis for Practitioners: A Practice Guide², page 133.

NEW QUESTION: 58

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. Perform a stakeholder analysis.
- B. Review the requirements traceability matrix.
- C. Use time-boxing to defer the new requirement.
- D. Update the use case documentation.

Answer: (SHOW ANSWER)

Explanation

The business analyst can determine the impact of a new requirement on existing requirements by reviewing the requirements traceability matrix. The requirements traceability matrix is a tool that tracks the relationships and dependencies among the requirements, as well as other project elements such as design, test cases, risks, or issues. By reviewing the requirements traceability matrix, the business analyst can identify which existing requirements are affected by the new requirement and assess the impact of the change on the scope, schedule, cost, or quality of the project. Performing a stakeholder analysis is not a way to determine the impact of a new requirement on existing requirements, as it focuses on identifying and understanding the needs, expectations, and influence of the stakeholders, not the requirements. Using time-boxing to defer the new requirement is not a way to determine the impact of a new requirement on existing requirements, as it postpones the analysis and implementation of the new requirement until a later iteration or phase of the project. Updating the use case documentation is not a way to determine the impact of a new requirement on existing requirements, as it only reflects how the new requirement affects one aspect of the solution functionality, not the entire project. References: Business Analysis for Practitioners: A Practice Guide 1, page 161-162; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 19.

NEW QUESTION: 59

A business analyst has been assigned to a project team that is redesigning the company's website. The business analyst has been documenting the relationships between requirements and has found requirements that do not trace to a business need.

Which type of requirements are these?

- A. In-scope
- B. Tested
- C. Implemented
- D. Out-of-scope

Answer: D (LEAVE A REPLY)

The type of requirements that do not trace to a business need are out-of-scope requirements. Out-of-scope requirements are the requirements that are not related to the project scope, objectives, or deliverables, and that do not contribute to the solution of the business problem.

or opportunity. Out-of-scope requirements are usually identified and excluded during the requirements analysis and traceability processes, to avoid wasting time, resources, and effort on unnecessary or irrelevant features or functions. Out-of-scope requirements can be caused by various factors, such as unclear or changing business needs, conflicting or unrealistic stakeholder expectations, poor communication or elicitation techniques, or lack of validation or verification methods. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 18; Business Analysis for Practitioners: A Practice Guide², page 92.

NEW QUESTION: 60

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

Answer: D (LEAVE A REPLY)

A RACI matrix is a tool that defines the roles and responsibilities of stakeholders in a project or a process. It clarifies who is Responsible, Accountable, Consulted, and Informed for each task or deliverable. The business analyst should refer to the RACI matrix to identify who is responsible for signoff, as this person has the authority and accountability to approve the solution and its testing results. Contacting the sponsor, the stakeholder who provided the majority of requirements, or the project manager may not be appropriate, as they may not be the designated person for signoff according to the RACI matrix. No signoff is necessary is incorrect, as signoff is an important step to confirm that the solution meets the requirements and acceptance criteria. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 13; Business Analysis for Practitioners: A Practice Guide², page 77.

NEW QUESTION: 61

Several interviews with stakeholders to develop an inventory management system in a new architectural environment have revealed a significant concern about system and architectural stability. In which tool should the business analyst include this attribute to ensure that the requirement meets the acceptance criteria?

- A.** Traceability matrix
- B.** Process modeling
- C.** Interface analysis
- D.** Stakeholder satisfaction survey

Answer: A (LEAVE A REPLY)

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NEW QUESTION: 62

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 63

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

Answer: ([SHOW ANSWER](#))

Explanation/Reference: <https://www.slideshare.net/carlitos5071989/babok-v20>

NEW QUESTION: 64

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. Communications approach in the business analysis plan
- B. Decision-making process in the project management plan
- C. Decision-making process in the business analysis plan
- D. Communications approach in the project management plan

Answer: (SHOW ANSWER)

Explanation

The decision-making process in the business analysis plan defines how decisions will be made regarding the requirements and the business analysis approach. It specifies the roles and responsibilities of the decision makers, the criteria and methods for making decisions, and the process for resolving conflicts and disagreements. Having a clear decision-making process can help the business analyst facilitate the requirements workshop and reach an agreement among the stakeholders with different points of view and priorities. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline,
page 13.

NEW QUESTION: 65

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. Discuss the change with stakeholders during the baseline approval meeting and ask them to approve the new baseline.
- B. Ask for more resources to manage this change and justify these additional resources with the value the change will give to the company.
- 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: C (LEAVE A REPLY)

Explanation

According to the PMI Guide to Business Analysis, one of the best practices for managing changes to requirements is to communicate them to all relevant stakeholders and solicit their feedback before approving or rejecting the change request. This ensures that the impact of the change is understood and agreed upon by all parties, and that the change does not introduce any conflicts or inconsistencies with the existing requirements. By sharing the new requirements with all stakeholders and asking them to submit their comments before the meeting, the business analyst can facilitate a constructive discussion and reach a consensus on how to proceed with the change request. References: PMI Guide to Business Analysis, page

287-288.

NEW QUESTION: 66

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.** Clearly define the maximum acceptable error rate for the new system.
- C.** Ask the operations manager to formally accept the requirements documents.
- D.** Plan a training session for the new system before it is handed over to the operations manager.

Answer: B ([LEAVE A REPLY](#))

Explanation/Reference:

NEW QUESTION: 67

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.** Perform inspections through the lifecycle of the project to detect any gaps and adjust the requirements baseline.
- B.** Plan regular meetings with stakeholders to review the requirements baseline update and to discuss changes.
- C.** Establish a risk traceability matrix and designate someone to manage each risk with the appropriate response.
- D.** Record all the requirements in a matrix, review it regularly, and get approval from stakeholders.

Answer: (SHOW ANSWER)

A matrix is a tool that can be used to record, organize, and track the requirements throughout the lifecycle of the project. A matrix can help the business analyst to identify the sources, dependencies, relationships, and attributes of the requirements, as well as to monitor their status, changes, and traceability. A matrix can also facilitate the communication, verification, and validation of the requirements with the stakeholders, and ensure their alignment with the business needs and objectives. A matrix can be updated and reviewed regularly to reflect the current state of the requirements and the solution, and to obtain the approval and acceptance from the stakeholders. A common example of a matrix is the Requirements Traceability Matrix (RTM), which is a tool that links the requirements to the project scope, objectives, deliverables, and test cases¹². References: PMI Professional in Business Analysis (PMI-

PBA)Examination Content Outline3, page 18; Business Analysis for Practitioners: A Practice Guide4, page 92.

NEW QUESTION: 68

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. A Interviews
- B. Process modeling
- C. Estimation
- D. Problem tracking

Answer: D (LEAVE A REPLY)

Problem tracking is a technique that helps the business analyst to manage and resolve issues identified by stakeholders with requirements. It involves creating a clear and concise record of each issue with its description, impact, priority, data, owner, status, and any other relevant information. It also involves tracking and managing the recorded issues until they are resolved. Problem tracking helps to ensure that issues are not neglected or abandoned, and that they are addressed in a timely and effective manner. Problem tracking also exposes the root causes of issues and helps to prevent recurrence of similar problems in the future.

References: = PMI Professional in Business Analysis (PMI-PBA)Examination Content Outline, page 19.

NEW QUESTION: 69

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

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

Answer: (SHOW ANSWER)

According to the PMI Guide to Business Analysis, a data dictionary is a tool that defines and describes the data elements and their attributes in a consistent and standardized way. A data dictionary can help to minimize the risk of misunderstanding or misinterpreting data items mentioned in the requirements documents, as it provides a common language and reference for all stakeholders involved in the project. A data dictionary can also help to ensure the quality, accuracy, and completeness of the data requirements. Planning a peer review,

asking for a formal acceptance, or holding a workshop are other ways to improve the clarity and understanding of the requirements specification, but they do not address the specific issue of defining and describing the data items. References: PMI Guide to Business Analysis, page 169-170.

NEW QUESTION: 70

A new project is in the planning phase. What should the business analyst consider with regard to planning the requirements change process?

- A.** How requirement changes will impact the requirements baseline
- B.** How requirement changes will be implemented
- C.** How requirement changes will impact the validation plan
- D.** How requirement changes will be communicated

Answer: D (LEAVE A REPLY)

According to the PMI Guide to Business Analysis, planning the requirements change process involves defining how requirement changes will be identified, analyzed, approved, and communicated throughout the project life cycle. Communication is a key aspect of managing requirement changes, as it ensures that all stakeholders are aware of the status, impact, and rationale of the changes, and that they can provide their feedback and input. How requirement changes will impact the requirements baseline, how they will be implemented, and how they will impact the validation plan are all important considerations, but they are not part of planning the requirements change process. They are part of executing, monitoring, and controlling the requirements change process. References: PMI Guide to Business Analysis, page 286-287.

NEW QUESTION: 71

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

Answer: A (LEAVE A REPLY)

NEW QUESTION: 72

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

- A.** Communicate the conflict to stakeholders and facilitate a resolution.
- B.** Perform an impact analysis and propose a lower-cost alternative.
- C.** Update the requirements baseline and upload it to the project repository.

D. Consult the sponsor(s) and log the constraint.

Answer: (SHOW ANSWER)

Communication is a technique that involves exchanging information and feedback with stakeholders throughout the project life cycle. Communication can help the business analyst to deal with conflicting requirements by informing the stakeholders about the nature, cause, and impact of the conflict, and facilitating a resolution that satisfies their needs and expectations. Communication can also help to prevent or reduce future conflicts by establishing clear and consistent channels, methods, and frequency of communication.

References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

NEW QUESTION: 73

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. Discuss the change with stakeholders during the baseline approval meeting and ask them to approve the new baseline.
- B. Postpone the baseline approval meeting, analyze the impact, and schedule a new meeting to discuss dependencies and priorities with stakeholders.
- C. Ask for more resources to manage this change and justify these additional resources with the value the change will give to the company.
- D. Share the new requirements with all stakeholders and ask them to submit their comments before the meeting.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 74

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

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

Answer: D (LEAVE A REPLY)

Requirements management is a method for requirements change control. Requirements management is a process that involves planning, monitoring, and controlling the requirements and the solution throughout the project lifecycle. Requirements management can help the business analyst to ensure that the requirements are clear, complete, correct, and consistent, and that they align with the business needs and objectives.

Requirements management can also help to handle changes to the requirements and the solution, and to communicate the impact and implications of the changes to the stakeholders. Requirements management can be done using various tools and techniques, such as a

requirements management plan, a requirements traceability matrix, a change control system, and a configuration management system⁵². References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline³, page 24; Business Analysis for Practitioners: A Practice Guide⁴, page 133.

NEW QUESTION: 75

The project team is early in the development phase of a new product. The project will need to be completed on a tight timeline and with a lean budget. What should the team do to reduce the risk of rework?

- A. Organize a new elicitation workshop.
- B. Perform a Pareto analysis on the requirements.
- C. Validate the requirements before continuing with development.
- D. Ask the project sponsor to prioritize the requirements

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 76

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

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

Answer: B ([LEAVE A REPLY](#))

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NEW QUESTION: 77

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 industry is unregulated.
- 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 organization follows an iterative project life cycle.

Answer: (SHOW ANSWER)

The business analyst would recommend formal signoff to the group if errors in the product could result in financial solvency. Formal signoff is a process that ensures that the stakeholders agree on and approve the requirements and deliverables of the project. Formal signoff can help to reduce ambiguity, confusion, or disputes among the stakeholders and increase their accountability and commitment to the project. Formal signoff is especially important when errors in the product could result in financial solvency, as it implies that there is a high level of risk, complexity, or regulation involved in the project and that any mistake or defect could have severe consequences for the organization or its customers. The industry being unregulated is not a reason to recommend formal signoff to the group, as it implies that there is less need for compliance or verification of the product quality or performance. The project impact being contained within a small department of the company is not a reason to recommend formal signoff to the group, as it implies that there is less stakeholder involvement or interest in the project outcome or value. The organization following an iterative project life cycle is not a reason to recommend formal signoff to the group, as it implies that there is more flexibility and adaptability in the project scope and deliverables and that feedback and validation are obtained frequently throughout the project. References: Business Analysis for Practitioners: A Practice Guide 1, page 113-114; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 17.

NEW QUESTION: 78

Which statement accurately depicts what changes can be made to requirements after they are baselined?

- A. Requirements can be changed only with sponsor approval.
- B. Requirements can be changed through a defined process.
- C. Requirements cannot be changed once development begins.
- D. Requirements cannot be changed once user acceptance testing begins.

Answer: (SHOW ANSWER)

Explanation

Requirements baseline is the approved version of the requirements document that serves as a reference point for further changes. Requirements can be changed after they are baselined through a defined process that involves submitting a change request, analyzing the impact of the change, obtaining approval from the stakeholders, updating the requirements document, and communicating the change to the project team and other affected parties. Requirements can be changed at any stage of the project life cycle as long as they follow the defined process. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content

Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 79

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

Answer: (SHOW ANSWER)

Explanation

NEW QUESTION: 80

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.** Decision-making process in the project management plan
- C.** Communications approach in the business analysis plan
- D.** Communications approach in the project management plan

Answer: B (LEAVE A REPLY)

Explanation/Reference: <https://www.projectmanagement.com/webinars/624824/Decision-Making-for-Project-Management>

NEW QUESTION: 81

After implementation of the product, the customer reports defects. What is the best course of action to take?

- A.** Compare reported defects with user acceptance test results.
- B.** Escalate the issue to the project manager since the acceptance was given by the customer.
- C.** Do nothing since the solution is now the responsibility of the operations manager.
- D.** Involve the end users and plan a new round of acceptance tests to check the gaps.

Answer: (SHOW ANSWER)

The best course of action to take when the customer reports defects after implementation of the product is to compare reported defects with user acceptance test results. User acceptance testing (UAT) is a process of verifying that the solution meets the requirements and expectations of the end users and delivers value to them. User acceptance testing involves preparing test cases, scenarios, or scripts based on the acceptance criteria,

executing them with representative users or stakeholders, collecting feedback, identifying defects or issues, and obtaining sign-off or approval for deployment. By comparing reported defects with user acceptance test results, the business analyst can determine whether the defects were already detected and resolved during UAT, whether they were missed or overlooked during UAT, or whether they emerged after UAT due to changes in the environment, configuration, data, or usage. This can help to assess the impact and severity of the defects and decide on the appropriate actions to address them. Escalating the issue to the project manager since the acceptance was given by the customer is not helpful, as it does not involve investigating or resolving the defects. Doing nothing since the solution is now the responsibility of the operations manager is not responsible, as it does not ensure customer satisfaction or solution quality. Involving the end users and planning a new round of acceptance tests to check the gaps is not feasible, as it may be costly, time-consuming, and disruptive to conduct another UAT after implementation. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 14; Business Analysis for Practitioners: A Practice Guide², page 80.

NEW QUESTION: 82

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

Answer: A (LEAVE A REPLY)

This situation could have been avoided if a change control process for requirements and their statuses was followed. A change control process is a set of procedures and tools that helps the business analyst to manage changes to the requirements, and to document and communicate the impact and approval of the changes. A change control process also helps to maintain the traceability and quality of the requirements, and to ensure that they are aligned with the business needs and the project scope. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 23; Business Analysis for Practitioners: A Practice Guide², page 131.

NEW QUESTION: 83

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 a Delphi estimation
- B. Create a fishbone diagram.
- C. Create a functional decomposition.
- D. Create an interface analysis.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 84

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

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

Answer: ([SHOW ANSWER](#)**)**

Status is a critical field that is needed to ensure that the traceability matrix is usable. Status indicates the current state of each requirement, such as approved, deferred, implemented, tested, or verified. Status helps to track the progress and completion of requirements throughout the project life cycle. It also helps to identify any gaps or discrepancies that may exist between the requirements and the project deliverables. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 85

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

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 86

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

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

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

Answer: D (LEAVE A REPLY)

This is because it has the highest score in the "Lower maintenance cost" category, which has a weight of 2, and the second highest score in the "Improved customer satisfaction" category, which has a weight of 3. The weighted-ranking matrix is a technique that helps to compare and evaluate different options based on multiple criteria and their relative importance. Each option is assigned a score for each criterion, and the score is multiplied by the weight of the criterion. The option with the highest total score is the most preferred one.

NEW QUESTION: 87

A financial company deployed a new online product to their customers to invest in the stock market. The company notices a problem regarding financial calculations and starts the problem analysis. The company discovers that the new rules for taxes and fees were not implemented.

This problem could have been avoided by:

- A. involving a business analyst during all phases of system development.
- B. using a table that shows each applicable business rule with the implemented functional requirement.
- C. implementing an automated issue tracking system to facilitate the tracing of defects to the requirements.
- D. rolling back the operations using a contingency process in order to avoid loss and client dissatisfaction.

Answer: (SHOW ANSWER)

NEW QUESTION: 88

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 user acceptance testing.

C. Evaluate the solution with the sponsor(s).

D. Conduct performance testing.

Answer: B (LEAVE A REPLY)

User acceptance testing (UAT) is a process that should be done by the business analyst after the software developers have delivered a completed solution and the quality assurance team has passed it. User acceptance testing is a process of verifying that the solution meets the requirements and expectations of the end users and delivers value to them. User acceptance testing involves preparing test cases, scenarios, or scripts based on the acceptance criteria, executing them with representative users or stakeholders, collecting feedback, identifying defects or issues, and obtaining sign-off or approval for deployment. User acceptance testing can help to ensure that the solution is fit for use, suitable for purpose, and aligned with business objectives. Evaluating the solution against the project charter is not necessary at this stage, as it does not involve testing or validation by the end users or stakeholders. Evaluating the solution with the sponsor(s) is not sufficient at this stage, as it does not capture the perspective of all relevant users or stakeholders who will use or benefit from the solution. Conducting performance testing is not relevant at this stage, as it is usually done by the quality assurance team before delivering the solution to ensure that it meets the non-functional requirements such as speed, reliability, scalability, etc. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 14; Business Analysis for Practitioners: A Practice Guide², page 80.

NEW QUESTION: 89

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

A. Create prototype proof-of-concept models.

B. Conduct requirement walkthrough sessions.

C. Review performance data with the project sponsor.

D. Talk to distinct testing groups to check testing status.

Answer: A (LEAVE A REPLY)

Explanation

According to the PMI Professional in Business Analysis objectives and content, a prototype is a tool that can be used to demonstrate the features and functionality of a product or solution in an iterative manner. A prototype can help to elicit, validate, and verify requirements, as well as to obtain feedback and approval from stakeholders. A prototype can also help to reduce risks, errors, and rework, and to increase customer satisfaction and quality. A proof-of-concept model is a type of prototype that is used to test the feasibility and viability of a product or solution. A proof-of-concept model can help to show the benefits and value of the product or solution, and to identify any technical or business challenges or constraints.

References:

PMI Professional in Business Analysis objectives and content: PMI-PBA Certification
PMI Professional in Business Analysis reference list: PBA Reference List
PMI Professional in Business Analysis study guide: Study.com

NEW QUESTION: 90

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.** Solicit feedback and add requirements to the project backlog.
- B.** Provide all sign-off project documentation to the stakeholders for information purposes only.
- C.** Engage all stakeholders early in the requirements gathering phase to define acceptance criteria.
- D.** Request that the project manager identify all affected project stakeholders.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 91

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

Answer: B (LEAVE A REPLY)

According to the PMI Guide to Business Analysis, a requirements traceability matrix is a tool that helps to ensure that the requirements are aligned with the business needs and objectives, and that they are verified and validated throughout the project life cycle. A requirements traceability matrix can also help to identify gaps, redundancies, and inconsistencies in the requirements. If the requirements matrix did not adequately track back to client requirements, it could result in a product that does not meet the client's expectations or specifications, even if it passes the test plan. Therefore, it is important to establish and maintain a clear and accurate traceability of requirements from their source to their implementation and verification. References:

PMI Guide to Business Analysis, page 179-180.

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NEW QUESTION: 92

Which of the following techniques is used to identify ambiguous or unverifiable requirements?

- A. Fishbone analysis
- B. Resource checklist
- C. Traceability matrix
- D. Team peer review

Answer: C (LEAVE A REPLY)

Team peer review is a technique that is used to identify ambiguous or unverifiable requirements. Team peer review is a technique that involves having a group of peers or experts examine and evaluate the requirements for quality, completeness, correctness, clarity, consistency, and testability. Team peer review can help to identify any ambiguous or unverifiable requirements that may cause confusion, misunderstanding, or errors in the project. Team peer review can also provide feedback and suggestions for improvement or resolution of any issues or defects in the requirements. Fishbone analysis is not a technique that is used to identify ambiguous or unverifiable requirements. Fishbone analysis is a technique that is used to identify the root causes of a problem or an effect by analyzing its contributing factors and their relationships. Fishbone analysis can help to understand why a problem exists or why an effect occurs, but it does not directly examine or evaluate the quality of the requirements. Resource checklist is not a technique that is used to identify ambiguous or unverifiable requirements. Resource checklist is a tool that is used to identify and document the resources needed to perform business analysis activities, such as people, tools, facilities, equipment, etc.

Resource checklist can help to plan and manage the resources required for business analysis work, but it does not assess or verify the quality of the requirements. Traceability matrix is not a technique that is used to identify ambiguous or unverifiable requirements. Traceability matrix is a tool that is used to track and document the relationships and dependencies among requirements and other project elements, such as design, test cases, risks, issues, etc. Traceability matrix can help to monitor and control changes to requirements and ensure alignment with project objectives and stakeholder needs, but it does not measure or validate the quality of the requirements. References: Business Analysis for Practitioners: A Practice Guide 1, page 162-163; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 19-20.

NEW QUESTION: 93

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. Brainstorming
- C. Idea and mind mapping
- D. Workshop sessions

Answer: D (LEAVE A REPLY)

Explanation

Workshop sessions are a technique to elicit, analyze, and prioritize requirements by bringing together a group of stakeholders, such as subject matter experts, to collaborate and reach a consensus. Workshop sessions can be used to identify and prioritize the requirements for a newly approved project. The other techniques are not suitable for this purpose. Delphi technique is a technique to obtain expert opinions anonymously and iteratively until a consensus is reached. Brainstorming is a technique to generate a large number of ideas or solutions in a short time. Idea and mind mapping is a technique to visually organize ideas or information using diagrams or graphs. References: PMI-PBA

Examination Content Outline, page 10; PMI-PBA

Reference

List, page 1, BABOK

Guide v3, page 50.

NEW QUESTION: 94

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. Perform inspections through the lifecycle of the project to detect any gaps and adjust the requirements baseline.
- B. Plan regular meetings with stakeholders to review the requirements baseline update and to discuss changes.
- C. Establish a risk traceability matrix and designate someone to manage each risk with the appropriate response.
- D. Record all the requirements in a matrix, review it regularly, and get approval from stakeholders.

Answer: D (LEAVE A REPLY)

Explanation

A matrix is a tool that can be used to record, organize, and track the requirements throughout the lifecycle of the project. A matrix can help the business analyst to identify the sources, dependencies, relationships, and attributes of the requirements, as well as to monitor their status, changes, and traceability. A matrix can also facilitate the communication, verification,

and validation of the requirements with the stakeholders, and ensure their alignment with the business needs and objectives. A matrix can be updated and reviewed regularly to reflect the current state of the requirements and the solution, and to obtain the approval and acceptance from the stakeholders. A common example of a matrix is the Requirements Traceability Matrix (RTM), which is a tool that links the requirements to the project scope, objectives, deliverables, and test cases¹². References:

PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline³, page 18; Business

Analysis for Practitioners: A Practice Guide⁴, page 92.

NEW QUESTION: 95

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.** Project scope
- B.** Use cases
- C.** RACI chart
- D.** Delphi outcome

Answer: B ([LEAVE A REPLY](#))

Explanation

A use case is a technique that describes how an actor interacts with a system to achieve a goal or perform a task. A use case consists of a main scenario and possible alternative scenarios that capture the normal, exceptional, and error flows of events. A use case can also include the acceptance criteria that specify the conditions that must be met for the use case to be successfully completed and accepted by the stakeholders.

The test team can review the use cases to help identify the acceptance criteria for the solution, as they provide a comprehensive and realistic view of the expected behavior and outcomes of the system. The test team can also use the use cases to design and execute test cases that verify and validate the functional requirements and acceptance criteria of the solution. : PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 20; Business Analysis for Practitioners: A Practice Guide², page 99.

NEW QUESTION: 96

Company A has been awarded a contract to finalize the development of a product that Company B was not able to finish. The business analyst is given a copy of the documentation left by Company B.

To which of the following documents should the business analyst pay the most attention to ensure the project succeeds this time?

- A.** Business use cases
- B.** Application design documentation
- C.** Test case documentation

D. Clauses in the contract

Answer: (SHOW ANSWER)

Business use cases are the documents that the business analyst should pay the most attention to ensure the project succeeds this time. Business use cases are documents that describe the interactions between the users and the system, and the value or benefit that the users obtain from the system. Business use cases can help the business analyst and the project team to understand the business needs, goals, and expectations of the stakeholders, and to define the scope, functionality, and behavior of the system. Business use cases can also help to verify and validate that the system meets the requirements and delivers the desired outcomes.

References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline1, page 18; Business Analysis for Practitioners: A Practice Guide2, page 93.

NEW QUESTION: 97

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: (SHOW ANSWER)

Explanation/Reference: <https://www.softwaretestinghelp.com/requirements-traceability-matrix/>

NEW QUESTION: 98

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. Data modeling
- B. B. Interface modeling
- C. Rules modeling
- D. Enterprise modeling

Answer: B (LEAVE A REPLY)

Interface modeling is a technique to describe how different components or systems interact with each other and exchange information. Interface modeling can be used to depict how the solution will work with all of the company's systems by showing the inputs, outputs, and

dependencies of each system. Interface modeling can help to identify potential integration issues, gaps, and conflicts among the systems. The other techniques are not suitable for this purpose. Data modeling is a technique to define the structure, format, and relationships of data. Rules modeling is a technique to define the logic, constraints, and policies that govern the behavior of the solution. Enterprise modeling is a technique to describe the structure, culture, and processes of an organization. References: PMI-PBA Examination Content Outline, page 11; PMI-PBA Reference List, page 1, BABOK Guide v3, page 54.

NEW QUESTION: 99

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.** Prototyping
- B.** Diagrams
- C.** Use cases
- D.** Document analysis

Answer: ([SHOW ANSWER](#))

Explanation

According to the PMI Guide to Business Analysis, a use case is a technique that describes how an actor interacts with a system or a process to achieve a specific goal. A use case can help to prevent problems from occurring in the implementation of a new application, as it can capture the functional requirements and the expected behavior of the system or the process, as well as the exceptions and alternative flows. A use case can also help to design and execute test cases that cover all the possible scenarios and outcomes. In this case, a use case could have prevented the problem of a worker using a field that was not supposed to be used, as it could have specified the valid inputs and outputs for the report, and the actions and responses of the system or the process. Prototyping, diagrams, and document analysis are other techniques that can help to analyze and communicate requirements, but they do not necessarily prevent problems from occurring in the implementation of a new application, as they do not describe the interactions and outcomes of the system or the process in detail. References: PMI Guide to Business Analysis, page 165-166.

NEW QUESTION: 100

The business analyst has been assigned to a project which delivers functionality for a much larger solution.

The project has many requirements but has not received adequate funding. In addition, the stakeholders' views conflict.

Which tools and techniques should the business analyst use to maximize business value while establishing the requirements baseline?

- A. Decision trees, weighted matrix, and context diagrams
- B. Stakeholder register, decision tree, and capability matrix
- C. Traceability matrix, context diagrams, and scope document
- D. Weighted matrix, process flow, and organizational chart

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 101

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 scope management plan 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 requirements traceability matrix was not updated with the change.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 102

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 ([LEAVE A REPLY](#))

NEW QUESTION: 103

Company A has initiated 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 material can the business analyst find information about the missing project stakeholders?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 104

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

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

Answer: (SHOW ANSWER)

Context diagrams are a technique that can be used to determine if requirements align to the product's objectives. Context diagrams are a technique that involves creating a visual representation of the product and its interactions with its environment, such as other systems, processes, or stakeholders. Context diagrams can help to define and clarify the scope, boundaries, and interfaces of the product. Context diagrams can also help to verify that the requirements are consistent and compatible with the product's objectives and value proposition. Five Whys is not a technique that can be used to determine if requirements align to the product's objectives. Five Whys is a technique that involves asking a series of why questions to identify the root cause of a problem or an effect. Five Whys can help to understand and resolve the underlying issues or needs that drive the requirements, but it does not directly compare or evaluate the requirements against the product's objectives. Activity network diagrams are not a technique that can be used to determine if requirements align to the product's objectives. Activity network diagrams are a tool that involves creating a graphical representation of the sequence and dependencies of the activities or tasks in a project or a process. Activity network diagrams can help to plan and manage the schedule, resources, and risks of a project or a process, but they do not depict or assess the requirements or the product's objectives. Business use cases are not a technique that can be used to determine if requirements align to the product's objectives. Business use cases are a tool that involves describing and documenting how a stakeholder interacts with a system or a solution to achieve a specific goal or outcome. Business use cases can help to specify and communicate the functionality and behavior of a system or a solution, but they do not measure or validate the requirements or the product's objectives. References: Business Analysis for Practitioners: A Practice Guide 1, page 78-79; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 16.

NEW QUESTION: 105

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 not formally accepted by the company.

D. was incomplete and missing requirements.

Answer: B (LEAVE A REPLY)

Measurable and testable requirements are requirements that have clear and specific criteria that can be used to verify and validate the product against the customer's expectations.

Measurable and testable requirements can help to avoid ambiguity, confusion, or disagreement between the customer and the company. If the customer's acceptance test plan did not have measurable and testable requirements, it could result in a situation where the product was successfully verified against the acceptance test criteria, but the customer did not believe that the product met the requirements. References: = PMI Professional in Business Analysis (PMI- PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 106

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. requirements specification.

B. project charter.

C. business case.

D. standard operating manual.

Answer: B (LEAVE A REPLY)

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NEW QUESTION: 107

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. standard operating manual.

B. business case.

C. project charter.

D. requirements specification.

Answer: D (LEAVE A REPLY)

Explanation

A requirements specification is a document that describes the customer's needs for a product and includes a functional model, a data model, and a glossary of terms. A standard operating

manual is a document that provides instructions on how to use a product or service. A business case is a document that justifies the initiation of a project or investment based on its expected benefits and costs. A project charter is a document that authorizes the start of a project and defines its scope, objectives, and stakeholders. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline (2019), page 8; Business Analysis for Practitioners: A Practice Guide (2015), page 36.

NEW QUESTION: 108

The business analyst generated a design specification for a new product. What is the best type of formal review to conduct with the customer to establish an approved requirements baseline?

- A. System requirements review
- B. Production readiness review
- C. Critical design review
- D. Test readiness review

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 109

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

Answer: [D \(LEAVE A REPLY\)](#)

Explanation

A requirements traceability matrix is a tool that shows the relationship between each requirement and other project elements, such as objectives, deliverables, test cases, design components, etc. A requirements traceability matrix can help the business analyst to determine the impact for the specific requirement change by showing how the change affects other related requirements and project elements. A requirements traceability matrix can also help to assess the feasibility, scope, value, and risk of the change request. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline

(2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 110

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

Answer: ([SHOW ANSWER](#))

Explanation

According to the PMI Guide to Business Analysis, a requirements traceability matrix is a tool that helps to ensure that the requirements are aligned with the business needs and objectives, and that they are verified and validated throughout the project life cycle. A requirements traceability matrix can also help to identify gaps, redundancies, and inconsistencies in the requirements. If the requirements matrix did not adequately track back to client requirements, it could result in a product that does not meet the client's expectations or specifications, even if it passes the test plan. Therefore, it is important to establish and maintain a clear and accurate traceability of requirements from their source to their implementation and verification. References:

PMI Guide to Business Analysis, page 179-180.

NEW QUESTION: 111

Prior to the design phase, the project team needs to conduct a requirements review with the customer. To prepare for the review, it would be best for the team to:

- A. prepare a test procedure for the product to discuss at the requirements review.
- B. start designing the product to impress the customer with the amount of progress achieved early in the project.
- C. evaluate the requirements and highlight those that cannot be met or need to be deferred.
- D. request a contract amendment to delete any requirements from the contract that will be difficult to meet.

Answer: ([SHOW ANSWER](#))

Explanation

According to the PMI Guide to Business Analysis, a requirements review is a formal meeting where the requirements are presented and evaluated by the stakeholders, subject matter experts, and other relevant parties. The purpose of the review is to ensure that the requirements are clear, complete, consistent, feasible, testable, and aligned with the business needs and objectives. To prepare for the review, it would be best for the team to evaluate the requirements and highlight those that cannot be met or need to be deferred, as this would help to identify any gaps, risks, issues, or dependencies that need to be addressed or resolved before proceeding to the design phase. Preparing a test procedure, starting the design, or requesting a contract amendment are not appropriate actions to take

before the review, as they could introduce errors, biases, or conflicts in the requirements.

References: PMI Guide to Business Analysis, page 181-182.

NEW QUESTION: 112

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

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 113

Which document best provides the boundaries for product development?

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

Answer: B ([LEAVE A REPLY](#))

Explanation

The requirements baseline is a document that contains the approved and validated requirements that are used as the basis for developing the solution. The requirements baseline defines the scope and boundaries of the product development, as it specifies what the product must do, what features and functions it must have, and what criteria it must meet to satisfy the stakeholders' needs and expectations. The requirements baseline also serves as a reference point for measuring the progress and performance of the product development, as well as for managing changes and resolving issues. The requirements baseline is established after the requirements have been elicited, analyzed, prioritized, and verified by the business analyst and the stakeholders, and it is formally approved by the project sponsor or other authorized person. : PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline¹, page 18; Business Analysis for Practitioners:

A Practice Guide², page 92.

NEW QUESTION: 114

The business analyst is planning an approach to formally manage updates to requirements that may be requested by stakeholders.

What should the business analyst do?

- A.** Develop a change control process.
- B.** Obtain approval from the project sponsor.
- C.** Document changes as they occur.
- D.** Hold firm on scope and reject changes.

Answer: (SHOW ANSWER)

Explanation

A change control process is a set of procedures that defines how changes to the requirements are identified, assessed, approved, implemented, and communicated. A change control process helps to ensure that changes are aligned with the business objectives, do not introduce unnecessary risks, and do not adversely affect the quality of the solution. A change control process also helps to manage stakeholder expectations and avoid scope creep. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline¹,

page 13; Business Analysis for Practitioners: A Practice Guide², page 77.

NEW QUESTION: 115

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 (LEAVE A REPLY)

Explanation

According to the PMI Guide to Business Analysis, one of the best strategies to define appropriate acceptance criteria is to clearly define the performance measures and targets for the solution, such as accuracy, reliability, availability, efficiency, etc. These measures and targets help to evaluate how well the solution meets the stakeholder needs and expectations, and how it contributes to the business value. In this case, since the operations manager is concerned about the accuracy of the new measurement system, a good strategy would be to clearly define the maximum acceptable error rate for the new system, which would indicate how accurate the system should be in order to be accepted by the stakeholder. Quantifying the risks associated with measurement errors, asking for a formal acceptance of requirements documents, or planning a training session for the new system are not effective strategies to define appropriate acceptance criteria, as they do not specify how the performance of the solution will be measured or evaluated. References: PMI Guide to Business Analysis, page 316-317.

NEW QUESTION: 116

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. set the product positioning.
- B. review and evaluate market expectations.
- C. gather the appropriate usability requirements.
- D. establish measurable success criteria in the business case.

Answer: D (LEAVE A REPLY)

Explanation

The main reason for the business failure was a failure to establish measurable success criteria in the business case. The success criteria are the standards or indicators that are used to measure the achievement of the business objectives and the expected benefits of the project. The success criteria should be defined and agreed upon by the stakeholders in the business case, and they should be specific, measurable, achievable, realistic, and time-bound (SMART). The success criteria can help the business analyst and the project team to evaluate the feasibility, viability, and desirability of the project, and to monitor and control the project performance and outcomes. The success criteria can also help to ensure the alignment of the project deliverables with the stakeholder expectations and the market needs. If the success criteria are not established or are poorly defined in the business case, the project may fail to deliver the desired value and return on investment, even if it meets the time, cost, scope, and quality constraints. : PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline1, page 16; Business Analysis for Practitioners: A Practice Guide2, page 86.

NEW QUESTION: 117

ID	Description	Functionality		Cost	
		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 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?

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

Answer: D (LEAVE A REPLY)

NEW QUESTION: 118

A business analyst is planning the business analysis activities for a new payroll project. Due to a tight timeline, the analyst advises stakeholders that the requirements sessions should begin as soon as possible.

Which key factor drives the selection of business analyst activities to be included in the project?

- A. Project life cycle
- B. Return on investment (ROI)
- C. Payback period
- D. Communication plan

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 119

Which of the following actions will contribute most to the success of the initial stage of the project?

- A. Interview stakeholders to clearly define the problem.
- B. Document the requirements and obtain sign-off.
- C. Establish the change control process of the project.
- D. Define the acceptance criteria required during the acceptance phase.

Answer: A ([LEAVE A REPLY](#))

Interviewing stakeholders to clearly define the problem is the most important action to contribute to the success of the initial stage of the project. Interviewing is an elicitation technique that involves asking questions to stakeholders to gather information about their needs, expectations, issues, and goals. Defining the problem clearly helps to establish the business need, the project scope, and the solution approach. References:

PMI Guide to Business Analysis, Chapter 6, Section 6.3.2.5; PMI Professional in Business Analysis (PMI- PBA) Examination Content Outline, Domain I: Needs Assessment, Task 2.

NEW QUESTION: 120

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 ([LEAVE A REPLY](#))

Explanation/Reference:

https://sceweb.uhcl.edu/helm/RationalUnifiedProcess/process/modguide/md_bucm.htm

NEW QUESTION: 121

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 (LEAVE A REPLY)

The business analyst should explain the value of requirements traceability to the project sponsor.

Requirements traceability is the process of tracking and documenting the relationships and dependencies among the requirements, the project deliverables, and the business objectives. Requirements traceability helps to ensure the quality, completeness, and alignment of the requirements, and to manage the changes, risks, and issues that may arise during the project. Requirements traceability also helps to measure the performance and the value of the solution, and to facilitate the verification and validation of the solution. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 20; Business Analysis for Practitioners: A Practice Guide², page 100.

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NEW QUESTION: 122

A stakeholder wants to modify an existing feature. Which of the following would be used to determine the scope of the change on the product?

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

Answer: B (LEAVE A REPLY)

Explanation

A requirements traceability matrix (RTM) is a tool that helps to track the relationship between the requirements and the product features. It can be used to determine the scope of a change request by identifying which requirements and test cases are affected by the modification of an existing feature. A project schedule and cost baseline are not directly related to the product features, but rather to the project management aspects.

A requirements attributes table is a tool that helps to classify and prioritize the requirements, but it does not show the link between the requirements and the product features. A sequence diagram is a tool that helps to illustrate the interactions between the components of the product, but it does not show the traceability of the requirements. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content

Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide

NEW QUESTION: 123

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

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 124

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.** Store the document for safe keeping.
- D.** Obtain approval on the plan.

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 125

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.** Which functional areas are impacted?
- C.** Which stakeholders have the most influence?
- D.** What is the business need?

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 126

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

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

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 127

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

Which of the following would work best in this case?

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

Answer: [B \(LEAVE A REPLY\)](#)

Functional specifications are a type of requirements documentation that describes what the system or product should do in terms of functions, features, behaviors, inputs, outputs, etc. Functional specifications can help the business analyst to document the requirements in a way that is clearly understood by the development team and provides enough information to check if the requirement has been met. Functional specifications can also include acceptance criteria, test cases, data models, user interface designs, etc. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 39.

NEW QUESTION: 128

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. Root cause analysis, fishbone diagram, and/or the Five Whys
- B. Root cause analysis, problem tracking, and/or benchmarking
- C. Scope modeling, Ishikawa diagram, and/or the Five Whys
- D. Cause and effect diagram, brainstorming, and/or the Five Whys

Answer: [A \(LEAVE A REPLY\)](#)

Root cause analysis is a technique that involves identifying and analyzing the underlying causes of a problem or an issue. Root cause analysis can help the business analyst to determine how the selection criteria requirement was missed, and to prevent similar errors from occurring in the future. Root cause analysis can be done using various tools, such as fishbone diagram and the Five Whys. A fishbone diagram is a graphical tool that organizes the possible causes of a problem into categories, such as people, process, technology, environment, etc. A fishbone diagram can help the business analyst to visualize the relationships between the causes and the effects, and to identify the most likely root causes. The Five Whys is a questioning technique that involves asking "why" repeatedly until the root cause of a problem is revealed. The Five Whys can help the business analyst to drill down into the details of the problem, and to uncover the underlying factors and assumptions that led to the missed requirement. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 21; Business Analysis for Practitioners: A Practice Guide², page 101.

NEW QUESTION: 129

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.** Evaluate if the new set of regulations is aligned with the business case.
- B.** Evaluate the impact of the change on the project schedule.
- C.** Obtain management sign-off on the new set of regulations.
- D.** Check the traceability matrix to identify affected use cases.

Answer: D ([LEAVE A REPLY](#))

Explanation

The business analyst should check the traceability matrix to identify affected use cases. A traceability matrix can help the business analyst to find out which use cases are related to the new set of regulations, and how they will impact the scope, schedule, cost, quality, and risk of the project. The business analyst should also communicate the changes to the relevant stakeholders, and update the requirements documentation and the business analysis plan accordingly. : PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 20; Business Analysis for Practitioners: A Practice Guide², page 100.

NEW QUESTION: 130

A business analyst is trying to determine which analysis technique will be best suited to elicit information from a large number of users in a short period of time. Which elicitation technique is best suited for this purpose?

- A.** Group brainstorming
- B.** Questionnaire
- C.** Facilitated workshop

D. Ongoing observation

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 131

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 work breakdown structure.

B. Perform a feasibility study.

C. Perform process modelling.

D. Perform a structured walkthrough.

Answer: ([SHOW ANSWER](#))

A feasibility study is a technique that involves evaluating the viability and suitability of a proposed project or solution. A feasibility study can help the business analyst to define the scope of this project by assessing the technical, economic, legal, operational, and schedule aspects of designing and building three bridges within a limited time frame. A feasibility study can also help to identify the risks, benefits, costs, and assumptions associated with each bridge project. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 52.

NEW QUESTION: 132

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. some requirements having not yet been discussed in a work group session.

B. the requirements' reference codes not tracing to the attribute numbers in the work breakdown structure.

C. the requirements documents having not yet received sign-off from the sponsor.

D. the requirements not providing all of the information needed to define the work.

Answer: D ([LEAVE A REPLY](#))

Requirements are statements of the needs, expectations, or conditions that must be met by a solution.

Requirements should be clear, complete, consistent, and testable, so that they can be understood, verified, and validated by the stakeholders. If the requirements are not ready for peer review, it means that they have not met these quality criteria, and that they need to be refined or revised. One possible cause of this situation is that the requirements do not provide all of the information needed to define the work, such as the scope, objectives, deliverables, assumptions, constraints, risks, dependencies, etc. This would make it difficult for the peer reviewers to evaluate the feasibility, accuracy, and alignment of the requirements

with the business needs and goals. The other options are not likely to cause this problem. Some requirements having not yet been discussed in a work group session is not a reason to delay the peer review, as long as the requirements have been elicited from the relevant sources and documented properly. The requirements' reference codes not tracing to the attribute numbers in the work breakdown structure is a minor issue that can be easily fixed by updating the reference codes or the work breakdown structure. The requirements documents having not yet received sign-off from the sponsor is not a prerequisite for peer review, as sign-off is usually obtained after the peer review and validation process. References: PMI-PBA Examination Content Outline, page 13; PMI- PBA Reference List, page 1, BABOK Guide v3, page 39.

NEW QUESTION: 133

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

Which is the best technique to gather information from employees regarding their satisfaction with the solution?

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 134

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

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

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 135

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.** Request that the project manager identify all affected project stakeholders.
- B.** Provide all signed-off project documentation to the stakeholders for information purposes only.
- C.** Engage all stakeholders early in the requirements gathering phase to define acceptance criteria.

D. Solicit feedback and add requirements to the project backlog.

Answer: C (LEAVE A REPLY)

Engaging all stakeholders early in the requirements gathering phase is a good practice to ensure stakeholder satisfaction with the enhancement. By involving the stakeholders in the elicitation process, the business analyst can understand their needs, expectations, preferences, and constraints. By defining the acceptance criteria with the stakeholders, the business analyst can establish a clear and measurable definition of what constitutes a successful solution. Engaging all stakeholders early can also help to build trust, collaboration, and buy-in for the change. Requesting that the project manager identify all affected project stakeholders is not sufficient to ensure stakeholder satisfaction, as it does not involve direct communication with the stakeholders. Providing all signed-off project documentation to the stakeholders for information purposes only is not effective, as it does not allow for feedback or validation from the stakeholders. Soliciting feedback and adding requirements to the project backlog is not advisable, as it can lead to scope creep, rework, and delays.

References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline1, page

11; Business Analysis for Practitioners: A Practice Guide2, page 66.

NEW QUESTION: 136

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.** Surveys
- C.** Document analysis
- D.** Decision tree

Answer: A (LEAVE A REPLY)

Explanation

Prototyping is a tool or technique that could have been used by the business analyst to avoid the situation of unclear and conflicting requirements. Prototyping is the process of creating a simplified and partial version of the product or system that can be used to elicit, validate, and refine the requirements. Prototyping can help the business analyst and the stakeholders to visualize the solution, to identify and resolve any issues or gaps, and to reach a common understanding and agreement on the requirements. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline1, page 18; Business Analysis for Practitioners:

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NEW QUESTION: 137

Company A is working on implementing a new platform with multiple stakeholders. The business analyst has gathered the requirements and established a baseline. However, scope creep is a persistent problem.

What could the business analyst have established to help manage this situation?

- A.** Change control process
- B.** Configuration management system
- C.** Communication plan
- D.** Sponsor signoff

Answer: (SHOW ANSWER)

Explanation

A change control process is a process that could help manage the situation of scope creep. Scope creep refers to the problem experienced on many projects when the size or complexity of the original product description grows. Scope creep can have negative impacts on the project schedule, budget, quality, and stakeholder satisfaction. A change control process is a process that defines how changes to the project scope, requirements, deliverables, or other configuration items are requested, evaluated, approved, implemented, and monitored. A change control process can help the business analyst and the project team to manage the expectations of the stakeholders, to assess the impact and feasibility of the changes, to prioritize and implement the changes, and to communicate the changes to the relevant parties. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline1, page 23; Business Analysis for Practitioners: A Practice Guide2, page 131.

NEW QUESTION: 138

A business analyst and stakeholders have completed documentation of the acceptance criteria for the requirements of a new vehicle leasing database. A concern is raised that some of the key performance indicators may not validate the desired benefits of the implementation.

What should the business analyst do to ensure that the business need can be validated?

- A. Document a constraint.
- B. Document a defect.
- C. Document an assumption.
- D. Document a business rule.

Answer: [\(SHOW ANSWER\)](#)

NEW QUESTION: 139

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

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

Answer: D [\(LEAVE A REPLY\)](#)

According to the PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, one of the tasks under the domain of Traceability and Monitoring is to "Track the status, priority, and disposition of requirements and issues, and communicate updates as necessary" (Task 1). This implies that the business analyst is responsible for ensuring that the requirements are delivered as stated and that any changes or issues are communicated to the relevant stakeholders. One of the techniques that can be used to perform this task is the traceability matrix, which is a table that shows the relationships between requirements and other project artifacts, such as design documents, test cases, or deliverables. A traceability matrix can help the business analyst to verify that all the requirements are covered by the test cases and that the test output matches the expected results. Therefore, the technique that the business analyst could have used to ensure that requirements were delivered as stated is the traceability matrix.

NEW QUESTION: 140

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

Answer: A [\(LEAVE A REPLY\)](#)

NEW QUESTION: 141

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

- A. Five Whys
- B. Activity network diagrams

C. Context diagrams

D. Business use cases

Answer: ([SHOW ANSWER](#))

Context diagrams are a technique that can be used to determine if requirements align to the product's objectives. Context diagrams are a technique that involves creating a visual representation of the product and its interactions with its environment, such as other systems, processes, or stakeholders. Context diagrams can help to define and clarify the scope, boundaries, and interfaces of the product. Context diagrams can also help to verify that the requirements are consistent and compatible with the product's objectives and value proposition. Five Whys is not a technique that can be used to determine if requirements align to the product's objectives. Five Whys is a technique that involves asking a series of why questions to identify the root cause of a problem or an effect. Five Whys can help to understand and resolve the underlying issues or needs that drive the requirements, but it does not directly compare or evaluate the requirements against the product's objectives. Activity network diagrams are not a technique that can be used to determine if requirements align to the product's objectives. Activity network diagrams are a tool that involves creating a graphical representation of the sequence and dependencies of the activities or tasks in a project or a process. Activity network diagrams can help to plan and manage the schedule, resources, and risks of a project or a process, but they do not depict or assess the requirements or the product's objectives. Business use cases are not a technique that can be used to determine if requirements align to the product's objectives. Business use cases are a tool that involves describing and documenting how a stakeholder interacts with a system or a solution to achieve a specific goal or outcome. Business use cases can help to specify and communicate the functionality and behavior of a system or a solution, but they do not measure or validate the requirements or the product's objectives. References: Business Analysis for Practitioners: A Practice Guide 1, page 78-79; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline 2, page 16.

NEW QUESTION: 142

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. Brainstorming

B. Interviewing

C. Prototyping

D. Surveying

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 143

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. Use time-boxing to defer the new requirement.
- B. Review the requirements traceability matrix.
- C. Update the use case documentation.
- D. Perform a stakeholder analysis

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 144

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: (SHOW ANSWER)

Explanation

NEW QUESTION: 145

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 ([LEAVE A REPLY](#))

Explanation/Reference:

Reference:

http://www.itqb.org/sites/default/files/glossary/ISTQB_glossary_CTELITP_v3.01%28EN%29.pdf

NEW QUESTION: 146

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. New solution design specification
- C. Cost-benefit analysis of the existing system
- D. Customer metrics on the existing system

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 147

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.** Any change to the requirements matrix
- B.** Changes to test cases traced to requirements
- C.** Change through project life cycle
- D.** Changes to stakeholder memberships

Answer: A ([LEAVE A REPLY](#))

Explanation

The workflow trigger that the business analyst should incorporate is any change to the requirements matrix.

This trigger would ensure that the appropriate stakeholders are notified of any updates, additions, deletions, or modifications to the requirements that affect the business analysis repository. Changes to test cases traced to requirements, change through project life cycle, and changes to stakeholder memberships are not relevant triggers for the notification workflow, as they do not directly affect the requirements matrix. References: PMI

Professional in Business Analysis (PMI-PBA)

Examination Content Outline1, PMI Guide to Business

Analysis2, Business Analysis for Practitioners: A Practice Guide

NEW QUESTION: 148

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 ([LEAVE A REPLY](#))

According to the PMI Professional in Business Analysis objectives and content, a vision/scope document is a document that describes the high-level vision, scope, and objectives of a project or initiative. It also defines the key stakeholders, business needs, expected benefits, assumptions, constraints, and risks. A vision/scope document can help to align the stakeholders' views of organizational improvement with the project's purpose and direction. It can also help to establish a common understanding and agreement among the stakeholders, and provide a basis for planning and prioritizing the requirements. References:

* PMI Professional in Business Analysis objectives and content: PMI-PBA Certification

* PMI Professional in Business Analysis reference list: PBA Reference List

* PMI Professional in Business Analysis study guide: Study.com

NEW QUESTION: 149

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. Bring the subsequent project to the change control board (CCB).
- B. Ask the stakeholders to review the requirement before any other action is taken.
- C. Communicate that the status of this requirement has changed.
- D. Mark the requirement as complete so that it is not forgotten.

Answer: C ([LEAVE A REPLY](#))

Explanation

The business analyst should communicate that the status of this requirement has changed to the relevant stakeholders, such as the project manager, the sponsor, the development team, and the quality assurance team.

Communication is an essential skill for business analysts, as it helps to ensure that everyone involved in the project is aware of the current state of the requirements, the rationale behind any changes, and the impact of those changes on the project scope, schedule, budget, quality, and risks. Communication also helps to manage stakeholder expectations and avoid confusion or conflicts. Bringing the subsequent project to the change control board (CCB) is not necessary at this stage, as the requirement has been deferred and not added to another project. Asking the stakeholders to review the requirement before any other action is taken is not effective, as the requirement cannot be implemented until the needed information is available. Marking the requirement as complete so that it is not forgotten is incorrect, as it does not reflect the true status of the requirement and may cause errors or inconsistencies in the requirements documentation and traceability. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline1,

page 13; Business Analysis for Practitioners: A Practice Guide2, page 77.

NEW QUESTION: 150

Which of the following actions will contribute most to the success of the initial stage of the project?

- A. Interview stakeholders to clearly define the problem.
- B. Document the requirements and obtain sign-off.
- C. Establish the change control process of the project.
- D. Define the acceptance criteria required during the acceptance phase.

Answer: ([SHOW ANSWER](#))

Explanation

Interviewing stakeholders to clearly define the problem is the most important action to contribute to the success of the initial stage of the project. Interviewing is an elicitation technique that involves asking questions to stakeholders to gather information about their needs, expectations, issues, and goals. Defining the problem clearly helps to establish the business need, the project scope, and the solution approach. References: PMI Guide to Business Analysis, Chapter 6, Section 6.3.2.5; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, Domain I: Needs Assessment, Task 2.

NEW QUESTION: 151

A new business analyst has taken over on a project that is in the development phase. The project manager is looking for an update on requirements status.

What should the business analyst use to help communicate the status?

- A. Project charter
- B. Communication plan
- C. Business analysis plan
- D. Traceability matrix

Answer: D (LEAVE A REPLY)

Explanation

The business analyst should use a traceability matrix to help communicate the status of the requirements. A traceability matrix is a document that shows the relationships and dependencies among the requirements, and tracks their changes, verification, and validation throughout the project life cycle. A traceability matrix can help the business analyst and the project manager to monitor the progress and quality of the requirements, and to identify any gaps, issues, or risks. : PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 20; Business Analysis for Practitioners: A Practice Guide², page 100.

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NEW QUESTION: 152

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. Time-boxing
- B. Risk analysis
- C. Weighted ranking
- D. MoSCoW

Answer: A (LEAVE A REPLY)

Explanation

Explanation/Reference:

[https://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3332/Techniques-to-Prioritize- Requirements.aspx](https://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3332/Techniques-to-Prioritize-Requirements.aspx)

NEW QUESTION: 153

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: A (LEAVE A REPLY)

Explanation

NEW QUESTION: 154

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

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

Answer: (SHOW ANSWER)

Explanation

Verification is the process of ensuring that the requirements meet a quality checklist and conform to the specified standards, rules, and criteria. Verification can help the business analyst to ensure that all requirements meet a quality checklist before the development and testing phase by checking the completeness, correctness, clarity, consistency, and testability of each requirement. Verification can also help to identify and resolve any defects, errors, or ambiguities in the requirements. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 40.

NEW QUESTION: 155

When modeling processes or analyzing tasks, business rules can be uncovered by asking about:

- A.** tasks that overlap with each other.
- B.** work that may be performed out of sequence.
- C.** reasons for choosing a particular course of action.
- D.** task transitions that hinder organizational performance.

Answer: [\(SHOW ANSWER\)](#)

Business rules are statements that define or constrain some aspect of the business, such as policies, standards, procedures, regulations, or constraints. Business rules can be uncovered by asking about the reasons for choosing a particular course of action when modeling processes or analyzing tasks. By asking why a certain decision is made, what criteria are used, what conditions are applied, or what consequences are expected, the business analyst can elicit the business rules that govern the behavior or outcome of the process or task.

Asking about tasks that overlap with each other, work that may be performed out of sequence, or task transitions that hinder organizational performance may help to identify issues or opportunities for improvement in the process or task, but they may not reveal the business rules that underlie them. References:

PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 15; Business Analysis for Practitioners: A Practice Guide², page 95.

NEW QUESTION: 156

The quality function deployment is best suited to assist in the process of:

- A.** relating the product features to customer value.
- B.** quality control by determining the control charts and the run charts.
- C.** quality assurance by structuring the quality audits.
- D.** controlling the effects between the quality functions.

Answer: **A** [\(LEAVE A REPLY\)](#)

Explanation

Quality function deployment (QFD) is a technique that involves translating customer needs or requirements into product features or specifications. QFD helps to relate the product features to customer value by using a matrix called a House of Quality, which shows how each feature satisfies a customer requirement, how important each requirement is to the customer, how well each feature performs compared to competitors, and how each feature affects other features. QFD can also help to identify gaps or opportunities for improvement in the product design. References: = PMI Professional in Business Analysis (PMI-PBA)

Examination

Content Outline (2019), page 12; Business Analysis for Practitioners: A Practice Guide (2015), page 69.

NEW QUESTION: 157

How should a business analyst determine whether a solution satisfies business requirements?

- A. By reviewing the results of user acceptance testing
- B. By evaluating the solution against the project charter
- C. By conducting a brainstorming session with end users
- D. By reviewing the traceability matrix

Answer: A (LEAVE A REPLY)

According to the PMI Guide to Business Analysis, user acceptance testing is a technique that involves verifying and validating that the solution meets the business requirements and satisfies the stakeholder needs and expectations. User acceptance testing is usually performed by the end users or their representatives, who evaluate the solution against predefined acceptance criteria and provide feedback on its functionality, usability, performance, quality, etc. User acceptance testing can help to determine whether a solution satisfies business requirements, as it can demonstrate that the solution delivers the intended business value and benefits, and that it meets or exceeds the stakeholder satisfaction. By reviewing the results of user acceptance testing, a business analyst can assess how well the solution meets business requirements, and identify any gaps or issues that need to be addressed or resolved. Evaluating the solution against the project charter, conducting a brainstorming session with end users, or reviewing the traceability matrix are other ways to analyze and validate requirements, but they do not necessarily determine whether a solution satisfies business requirements, as they do not involve testing or evaluating the solution in real or simulated conditions. References: PMI Guide to Business Analysis, page 317-318.

NEW QUESTION: 158

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. A closed-ended survey using the Likert scale to rank specific areas of the current business process
- C. An open-ended survey to allow users the opportunity to explain their opinions on the current business process
- D. An open-ended survey to collect different opinions on the current business process

Answer: (SHOW ANSWER)

A closed-ended survey using the Likert scale is a type of survey that asks respondents to indicate their level of agreement or disagreement with a series of statements related to the current business process. This type of survey is useful for gathering data that can be used in a statistical analysis to measure user satisfaction, identify pain points, and evaluate the performance of the current business process. A closed-ended survey is also easier to administer and analyze than an open-ended survey, which requires more time and effort to code and interpret the responses. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 17; Business Analysis for Practitioners: A Practice Guide², page 91.

NEW QUESTION: 159

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

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 160

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

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

Answer: ([SHOW ANSWER](#))

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