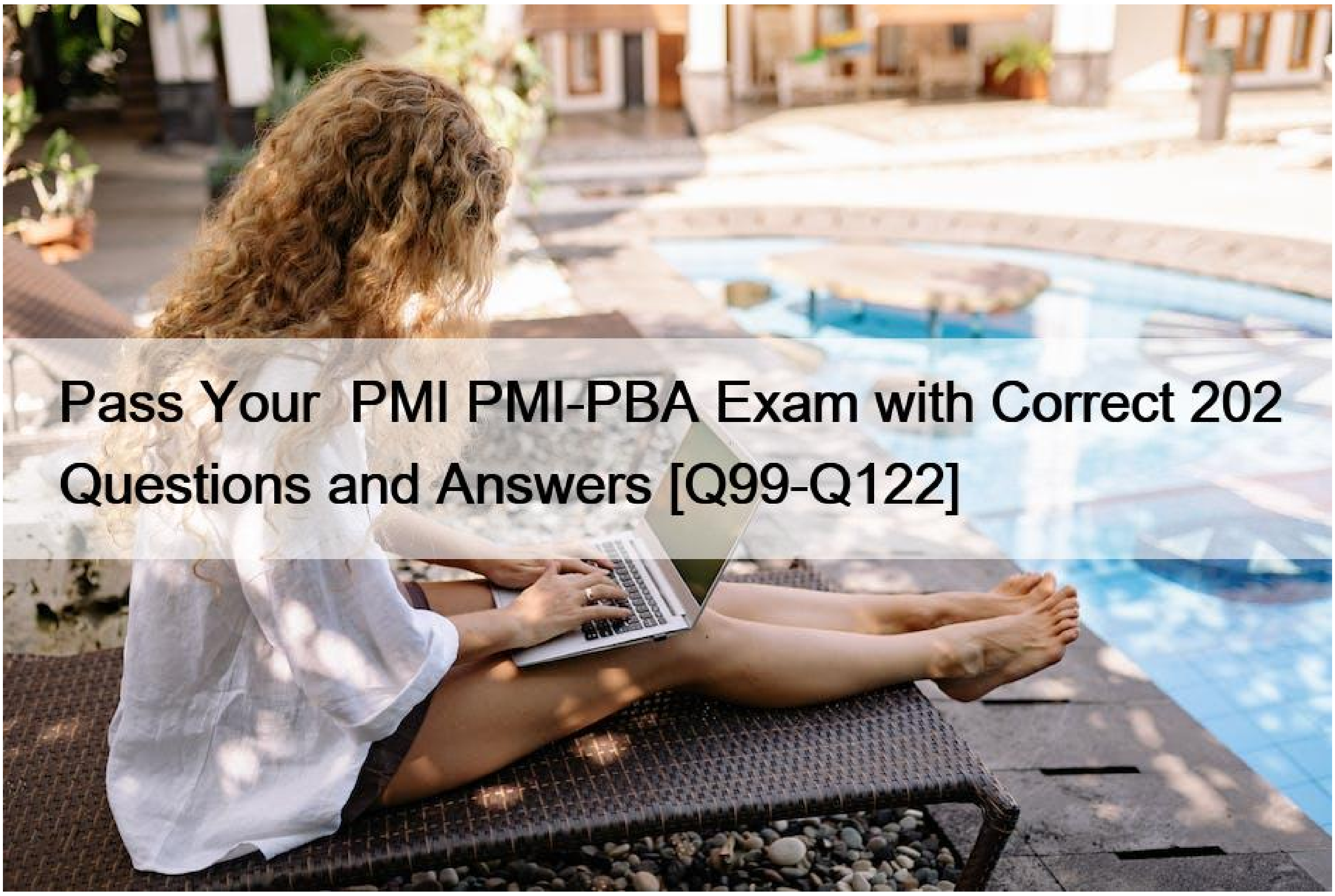
Pass Your PMI PMI-PBA Exam with Correct 202 Questions and Answers [Q99-Q122



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To pass the PMI-PBA test on the first try, the students should gain the necessary knowledge and skills, which will help them cover all the questions in the exam. All in all, the applicants will face with the following subject areas: **Needs Assessment:** The first module evaluates the expertise of the examinees in collecting and analyzing the information from different sources utilizing valuation techniques and tools to determine the value of the initiative as well as providing the clarification of the business needs and solution scope to collaborate in the designing of project objectives and goals to adjust the product with the organization's objectives and goals. Moreover, they need to have the competence in defining or reviewing the business problem for developing a solution scope statement or providing data to design a business case. In addition, the individuals should possess the experience in utilizing the elicitation techniques to determine stakeholder values concerning the product and give a baseline for prioritizing needs.

Planning: The next domain focuses on the proficiency of the learners in reviewing the business case, project objectives, and goals to present the context for the business analysis activities, utilizing the traceability techniques and tools to determine the strategies for requirements traceability, and define the level of traceability needed to validate & monitor the requirements as well as identifying roles, stakeholders, and communication protocols, responsibilities, and methods to develop the requirements management plan to elicit, analyze, document, manage, and approve requirements to establish a roadmap for performing the expected solutions. Besides

that, it checks the skills in identifying channels for communicating processes and requests for managing changes to select methods for requirements change control and determine the standard protocols for incorporation into the change management plan.
Analysis: As for this part, the test takers need to show their competence in utilizing the individual and group elicitation techniques to identify the requirements for discovering and capturing the requirements with supporting details. Furthermore, they need to have the proficiency in analyzing, decomposing and elaborating the requirements utilizing various techniques, such as data and process modeling, interface analysis, and dependency analysis to clarify product capabilities & options. In addition, the examinees should possess the expertise in utilizing the valuation and decision-making techniques to estimate product capabilities & options, and determine the rejected, deferred, or accepted requirements as well as allocating deferred or accepted requirements to create a requirements baseline, and utilizing the decision-making techniques to get sign-off on requirements baseline, facilitate stakeholder agreement, and gain stakeholder approval.
Monitoring and Traceability: The next subject area evaluates the skills of the applicants in capturing the requirements' relationships, sources, and status to give evidence that the requirements are fulfilled as stated, monitoring the requirements throughout their lifecycles to ensure the proper supporting requirements artifacts are reviewed, produced, and approved at every period in the lifecycle as well as updating a requirement's status as it runs through its lifecycle phases by interacting with proper stakeholders and documenting changes in the traceability tool to track requirements towards the end. Moreover, it checks their competence in communicating the status of the requirements to the project manager and other stakeholders utilizing communication methods to keep them informed of requirements risks, conflicts, issues, changes, and overall status.
Evaluation: The last section checks the experience of the students in defining if the solution meets the requirements by validating the solution's test evidence toward the requirements acceptance standards as well as analyzing and communicating the solution's identified deltas and gaps utilizing the quality insurance methods & tools and to equip the stakeholders to determine differences between developed solution, requirements, and solution scope. Additionally, the applicants need to possess the proficiency in evaluating the expanded solution utilizing valuation techniques to define how the solution satisfies the value proposition and business case.

QUESTION 99

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?
* Production readiness review
* System requirements review
* Critical design review
* Test readiness review

QUESTION 100

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?
* Impact analysis
* Pareto analysis
* Requirements management plan
* Scope statement

QUESTION 101

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?
* Requirements management tool
* Requirements traceability matrix
* Requirements cards

* Requirements baseline

QUESTION 102

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?
* Application design documentation
* Business use cases
* Test case documentation
* Clauses in the contract

QUESTION 103

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?
* Status
* Hierarchy
* Requirements description
* Owner

QUESTION 104

What should a business analyst do after discovering that two solution requirements conflict?
* Communicate the conflict to stakeholders and facilitate a resolution.
* Update the requirements baseline and upload it to the project repository.
* Perform an impact analysis and propose a lower-cost alternative,
* Consult the sponsor(s) and log the constraint.
Explanation/Reference: https://flylib.com/books/en/4.445.1.232/1/

QUESTION 105

A business analyst is working on a project to implement a new call management system for a help desk.

They expected the average time interval to answer a call to decrease over time, but the interval has increased instead.

Which technique should the business analyst use to investigate the problem?
* Observation
* Process modeling
* Root cause analysis
* Interviews

QUESTION 106

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

QUESTION 107

A company is working on implementing a software application. They are converting their complex, m-house processes into the new system. The business analyst has been asked to analyze the processes.

Which technique should be followed?
* MoSCoW
* Interface analysis
* Feasibility analysis
* Requirements traceability

QUESTION 108

A startup company sells organic vegetable and fruit smoothies. Management is tracking a rapid decrease in sales of their best-selling juice, so they contract a business analyst to identify solutions in order to increase sales by comparing similar products offered by competitors.

Which technique or tool should be used?
* Focus group
* Benchmarking
* Competitive analysis
* Trend analysis

QUESTION 109

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

Which of the following analyses must the business analyst perform in order to complete the business case and arrive at a solid recommendation?
* SWOT
* Cost-benefit
* Risk
* Gap

Explanation/Reference: https://www.businessnewsdaily.com/4245-swot-analysis.html#:~:text=A%20SWOT%20analysis%

20is%20a,in%20making%20a%20business%20decision.

QUESTION 110

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

Which tool or technique should the business analyst use with the stakeholders to prioritize the requirements to determine which requirements are approved, deferred, or rejected?
* SMART Goals
* Timeboxing Analysis
* MoSCoW Analysis
* SWOT Analysis

QUESTION 111

How should a business analyst determine whether a solution satisfies business requirements?
* By conducting a brainstorming session with end users
* By reviewing the results of user acceptance testing
* By reviewing the traceability matrix
* By evaluating the solution against the project charter

QUESTION 112

In order to reduce product and project risk for a large, complex project, a business analyst is asked to help develop a change process that includes formal authorization and tracking throughout the life cycle of the project. The business analyst needs a capability that will help ensure that the product conforms to approved requirements, changes can be documented, and the status of each change can be reported.

What should the business analyst use?
* Traceability matrix
* Context models
* Configuration management system
* Work breakdown structure

QUESTION 113

What should the business analyst do to ensure that all requirements meet a quality checklist before the development and testing phase?
* Negotiate with the client to standardize the requirements.
* Assign a verification method to each requirement.
* Validate the requirements deemed important by the stakeholders.
* Obtain approval from engineering for partial testing of the requirements.

QUESTION 114

Which of the following actions will contribute most to the success of the initial stage of the project?
* Interview stakeholders to clearly define the problem.
* Establish the change control process of the project.

* Define the acceptance criteria required during the acceptance phase.
* Document the requirements and obtain sign-off.

Explanation/Reference:

QUESTION 115

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

* Schedule time with the process owners.
* Develop an issues log.
* Assess the risks for the project.
* Put the information into a project plan.

QUESTION 116

Which of the following is the best approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and discussed as they develop?

* Iterative
* Waterfall
* Agile
* Linear

Explanation/Reference: https://www.sealights.io/agile-testing/agile-testing-8-principles-7-challenges-and-how-to-master- them/

QUESTION 117

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

* Stakeholder management plan
* RACI matrix
* Stakeholder register
* SWOT analysis

Explanation/Reference: https://cs.anu.edu.au/courses/comp3120/public_docs/BOKV1_6.pdf

QUESTION 118

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?

* Set up a change control board to track the number of rejections.
* Spend more time up-front reviewing the requirements to limit rejections.
* Track rejected requirements in the system requirements verification matrix.
* Limit the number of rejected requirements on the project.

QUESTION 119

What is a standardized, effective, and efficient way to manage changes to project documentation?

* A configuration management system

* A change control board
* A requirements traceability matrix
* A configuration verification and audit system

QUESTION 120

A business analyst conducts an initial review to define scope. The analysis includes the review of the business case, project goals, and objectives to obtain the necessary and required context Based on that information, the business analyst determines that this is a large project with multiple interfaces which could cost the company money that was not initially included in the budget.

What characteristics of the project are needed to determine the approach so that the business analyst can validate whether they will need to have a discussion about the budget?
* Type of elicitation activities to be conducted
* Selected project life cycle
* Business analysis deliverables to be produced
* Decision on the type of models to be used

QUESTION 121

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

QUESTION 122

To reduce the amount of time and effort needed to create a product specification for a project, the business analyst plans to reuse:
* requirements
* qualitative analysis
* quantitative analysis
* risk assessments.