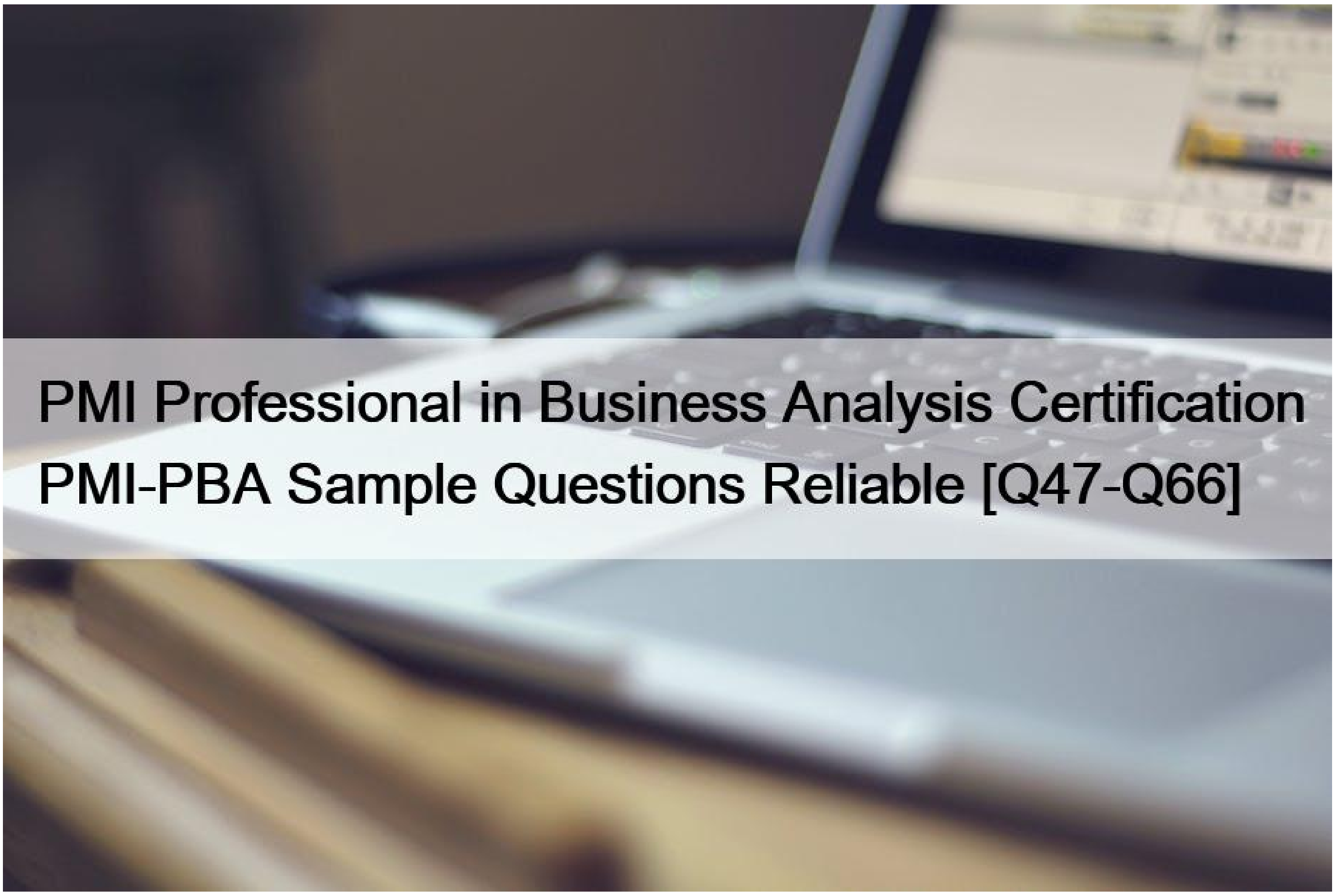
PMI Professional in Business Analysis Certification PMI-PBA Sample Questions Reliable [Q47-Q66



PMI Professional in Business Analysis Certification PMI-PBA Sample Questions Reliable Prepare for the Actual PMI Professional in Business Analysis PMI-PBA Exam Practice Materials Collection NEW QUESTION 47

Which of the following is a properly written requirement statement?
* The pot shall be lightweight and heat up quickly.
* The pot shall be usable in the oven or on the stove.
* The pot shall be manufactured in the following colors: yellow, red, brown, blue.
* The pot shall prominently display the company brand.

A properly written requirement statement should be clear, concise, consistent, complete, and testable. It should specify what the product or service should do, not how it should do it. It should also avoid using ambiguous or vague words that could be interpreted differently by different stakeholders. Among the four options, only option C meets these criteria. Option C is a properly written requirement statement because it clearly and precisely defines the attribute of the pot (the colors) and the possible values for that attribute (yellow, red, brown, blue). It is also consistent with the standard terminology and format for requirement statements, and it is complete and testable, as it can be verified by inspection or measurement. Option A is not a properly written requirement statement because it uses ambiguous and vague words such as “lightweight” and “heat up quickly”. These words do not specify the exact or measurable criteria for the pot’s weight and heating time, and they could mean different things to different stakeholders. Option B is not a properly written requirement statement because it does not specify the conditions or constraints for the pot’s usability in the oven or on the stove. For example, it does not state the maximum temperature or duration that the pot can withstand, or the type of oven or stove that the pot can be used on. Option D is not a properly written requirement statement because it does not specify the requirement for the pot itself, but rather for the company brand. The company brand is not a feature or function of the pot, but rather a marketing or branding strategy. The requirement statement should focus on the pot’s characteristics and capabilities, not on the company’s image or reputation. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline1, PMI Guide to Business Analysis2, Business Analysis for Practitioners: A Practice Guide3, How To Write Good Requirements (With Example) – TestLodge Blog

NEW QUESTION 48

A firm implements SharePomt 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?
* Changes to test cases traced to requirements
* Changes to stakeholder memberships
* Change through project life cycle
* Any change to the requirements matrix

NEW QUESTION 49

An organization is in the process of replacing its current system. The business analyst is charged with ensuring that all current connections to other systems remain functional after the upgrade.

What analysis should the business analyst conduct to facilitate a successful migration?
* Systems
* Interface
* Document
* User interface

Explanation

NEW QUESTION 50

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

Which of the following documents should be used?
* Stakeholder impact matrix
* Business analysis plan
* Project charter
* Business case

Explanation

The business case provides the rationale for the project and includes an analysis of the costs and benefits. It is used to assess risks, including the potential need to cancel the product. References: PMI-PBA

Examination

Content Outline, Business Analysis for Practitioners: A Practice Guide.

NEW QUESTION 51

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

NEW QUESTION 52

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

The first thing the business analyst should do immediately after the discussion with the project manager is to schedule time with the process owners. The process owners are the people or groups responsible for a specific business process or procedure that is affected by the project5. The business analyst needs to understand the current state of the processes, the pain points and opportunities, the requirements and expectations, and the impact of the project on the processes. By meeting with the process owners, the business analyst can establish a relationship, gather relevant information, and ensure alignment and collaboration. Putting the information into a project plan is premature, as the business analyst needs to conduct more analysis and planning before creating a project plan. Developing an issues log is not necessary, as there are no issues identified at this stage. Assessing the risks for the project is important, but it is not the immediate action, as the business analyst needs to understand the scope and objectives of the project first.
References: PMI Professional in Business Analysis (PMI-PBA)Examination Content Outline2, PMI Guide to Business Analysis3, Business Analysis for Practitioners: A Practice Guide4, What is a Process Owner? Definition & Responsibilities

NEW QUESTION 53

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

NEW QUESTION 54

A business analyst is working on a project’s acceptance criteria. In an early collaboration with the company’s stakeholders, the business analyst identified several user groups within the company: “Purchaser,”
“Shipper,”

“Customer,” and “Agent.” These user groups categorize stakeholders with similar needs and create a detailed narrative.

Which technique did the business analyst use for evaluating the solution’s acceptance criteria?
* Stakeholder analysis
* Job analysis
* Persona analysis
* Risk analysis
Persona analysis is a technique that involves creating fictional characters that represent different user groups within the company. Persona analysis can help the business analyst to evaluate the solution’s acceptance criteria by providing a detailed narrative of each user group’s needs, goals, preferences, and behaviors.

Persona analysis can also help to prioritize the requirements and design features that best suit each user group. References: = PMI Professional in Business Analysis (PMI-PBA)Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 67.

NEW QUESTION 55

The business analyst is in the process of implementing a solution for a customer. The team is having difficulty confirming if certain requirements have been met.

What could have caused this issue?
* Not all stakeholders were involved during requirements elicitation.
* The test engineer has not properly communicated requirements to the team.
* Requirements were not adequately reviewed with the project sponsor.
* Acceptance criteria for the requirements were not measurable.

NEW QUESTION 56

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?
* Survey
* Focus groups
* Interface analysis
* Organization modeling
Explanation

A survey is a technique that involves collecting information from a large number of people by asking them questions and analyzing the results. Surveys are often used to measure the satisfaction, opinions, preferences, or attitudes of customers, employees, or other stakeholders. Surveys can be conducted through various methods, such as mail, online, phone, or in-person. Surveys are a suitable technique for gathering information from employees regarding their satisfaction with the solution because:

Surveys can reach a large and geographically dispersed population of employees across the country.

Surveys can allow employees to provide anonymous and honest feedback without being influenced by peer pressure or group dynamics.

Surveys can use standardized and quantifiable questions that can be easily analyzed and compared.

Surveys can be cost-effective and time-efficient compared to other techniques that require more resources and coordination.

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

Examination Content Outline, page 19.

NEW QUESTION 57

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:
* requirements traceability matrix
* vision/scope document
* work breakdown structure
* project charter

NEW QUESTION 58

Once a new project has been identified, the business analyst works with project team members to define what will be included in and excluded from the new system. Which of the following has the business analyst defined?
* Solution design
* Business requirements
* Solution scope
* Business case

Solution scope is the set of features and functions that define the boundaries of the solution and align with the business requirements. Solution scope describes what will be included in and excluded from the new system, and helps to manage stakeholder expectations and avoid scope creep. The business analyst has defined the solution scope by working with project team members to define what will be included in and excluded from the new system. The other options are not correct. Solution design is the process of creating a detailed specification of how the solution will meet the requirements. Business requirements are the higher-level needs or goals of the organization or stakeholders that justify the project. Business case is a document that provides the justification for initiating a project based on its expected benefits, costs, and risks. References: PMI- PBA Examination Content Outline, page 13; PMI-PBAReference List, page 1, BABOK Guide v3, page

39.

NEW QUESTION 59

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?
* To verify that the system is aligned with the quality requirements
* To verify that the documents are aligned with the transition requirements
* To validate that the system is aligned with the stakeholder requirements
* To validate that the documents are aligned with the solution requirements

Explanation

The purpose of reviewing the system use cases and screen mockups with the client team is to validate that the system is aligned with the stakeholder requirements. Validation is a process of ensuring that the solution meets the needs and expectations of the stakeholders and delivers value to them. Validation involves checking whether the solution is feasible, acceptable, complete, correct, consistent, and testable. By walking through the artifacts with the client team, the business analyst can obtain feedback, confirm understanding, identify gaps or errors, and resolve issues. Verifying that the documents are aligned with the transition requirements or the solution requirements are possible outcomes of the review meeting, but they are not the main purpose. Verifying that the system is aligned with the quality requirements is not relevant to this scenario, as quality requirements are related to how well the solution performs rather than what it does. References: PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline1, page 13; Business Analysis

for Practitioners: A Practice Guide2, page 76.

NEW QUESTION 60

Projects have been managed well and completed on schedule and on budget. However, successful completion of the projects has not improved the company’s performance and profitability.

Which of the following should have been implemented to ensure that the projects would improve the company’s performance and profitability?
* review with appropriate stakeholders
* A project management plan
* A risk plan
* A strategies and goals analysis
A strategies and goals analysis is a technique that helps to ensure that the projects are aligned with the organization’s vision, mission, values, and strategic objectives. A strategies and goals analysis helps to identify the business problems or opportunities that the projects are intended to address, and to evaluate the expected benefits and outcomes of the projects. A strategies and goals analysis also helps to prioritize and select the projects that have the highest potential to improve the company’s performance and profitability.

References: PMI Professional in Business Analysis (PMI-PBA)Examination Content Outline1, page 10; Business Analysis for Practitioners: A Practice Guide2, page 40.

NEW QUESTION 61

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?
* Create a system requirements verification matrix to trace the design to the technical requirements and include verification methods.
* Conduct a one-on-one interview with each member of the technical team to ensure that they understand the customer’s specification.
* Generate a design package for the product and ask the customer to verify that the design meets his or her technical needs.
* Develop a test plan to verify that the product meets the performance requirements in the technical specification.
The best action to take to ensure the design meets customer requirements is to create a system requirements verification matrix to trace the design to the technical requirements and include verification methods. A system requirements verification matrix is a document that maps the design elements to the system requirements, and specifies the methods and criteria for verifying that the design satisfies the requirements.

Verification methods can include inspection, analysis, demonstration, or testing. A system requirements verification matrix can help the business analyst and the project team to ensure the quality and completeness of the design, and to avoid any errors, gaps, or inconsistencies. References: PMI Professional in Business Analysis (PMI-PBA)Examination Content Outline1, page 20; Business Analysis for Practitioners: A Practice Guide2, page 100.

NEW QUESTION 62

A business analyst is preparing a requirements management plan and needs to define a method to deal with a complex project with stakeholders who find it difficult to articulate their needs. Which method would best minimize requirements risk?
* Questionnaires
* Group decision making
* Stakeholder analysis
* Prototyping

Explanation

Prototyping is a technique that involves creating a simplified or partial version of the solution to elicit feedback from the stakeholders. Prototyping can help the business analyst to deal with a complex project with stakeholders who find it difficult to articulate their needs by providing a visual and interactive representation of the solution. Prototyping can also help to reduce requirements risk by validating or verifying the requirements, identifying gaps or errors, and resolving ambiguities or conflicts.
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 63

Which technique or tool is used to obtain acceptance of the delivered product?
* Inspection
* Contextual inquiry
* Facilitated workshops
* Expert Judgment

NEW QUESTION 64

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

NEW QUESTION 65

When a business analyst uses subject matter experts to define roles and identify influencers, which project artifact is created or updated?
* Stakeholder register
* RAC! matrix
* SWOT analysis
* Stakeholder management plan

Explanation

When a business analyst uses subject matter experts to define roles and identify influencers, the project artifact that is created or updated is the stakeholder register. The stakeholder register is a document that identifies and records information about the stakeholders who are involved in or affected by the project or the solution. The stakeholder register can include information such as stakeholder names, roles, responsibilities, interests, expectations, influence levels, communication preferences, etc. The business analyst can use subject matter experts as sources of information or advice to help define roles and identify influencers among the stakeholders. Subject matter experts are individuals who have specialized knowledge or expertise in a specific domain or area related to the project or the solution. A RACI matrix is not a project artifact that is created or updated when a business analyst uses subject matter experts to define roles and identify influencers. A RACI matrix is a tool that defines and clarifies the roles and responsibilities of each stakeholder for each task or deliverable in the project. A RACI matrix can use four categories: Responsible (who performs the task), Accountable (who approves or oversees the task), Consulted (who provides input or feedback for the task), and Informed (who is notified of the task outcome). A SWOT analysis is not a project artifact that is created or updated when a business analyst uses subject matter experts to define roles and identify influencers. A SWOT analysis is a technique that involves identifying and evaluating the strengths, weaknesses, opportunities, and threats of an organization, a project, or a solution. A SWOT analysis can help to assess the internal and external factors that may affect the performance or value of an organization, a project, or a solution. A stakeholder management plan is not a project artifact that is created or updated when a business analyst uses subject matter experts to define roles and identify influencers. A stakeholder management plan is a document that describes how the stakeholders will be engaged, communicated with, managed, and satisfied throughout the project lifecycle. A stakeholder management plan can include strategies, actions, tools, and metrics for stakeholder management. References: Business Analysis for Practitioners: A Practice Guide 1, page 34-35; PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline 2, page 14-15.

NEW QUESTION 66

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?

* Brainstorming
* Benchmarking
* Document analysis
* Cost-benefit analysis

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