



PMI-PBA Practice Questions

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Question 1

Question Type: MultipleChoice

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

Options:

- 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

Explanation:

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. Reference: Business Analysis for Practitioners: A Practice Guide¹, page 77-78; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline², page 16.

Question 2

Question Type: MultipleChoice

Which tool provides combined functionality for business analysis and quality assurance activities?

Options:

- A- Functional specification tool
- B- Requirements traceability tool
- C- System use case modeling tool
- D- Solution quality assurance tool

Answer:

A

Explanation:

A requirements traceability tool is a tool that provides combined functionality for business analysis and quality assurance activities. It helps to document and track the relationships and dependencies among the requirements, the sources of the requirements, and the project deliverables. It also helps to monitor the status, changes, and verification of the requirements throughout the project life cycle. A requirements traceability tool can also support the analysis, validation, and testing of the requirements, as well as the evaluation of the solution quality and performance¹².

A functional specification tool is a tool that helps to define and document the functional requirements of a system or a solution. It describes the features, functions, behaviors, and inputs and outputs of the system or the solution. It also specifies the acceptance criteria and the expected results of the system or the solution. A functional specification tool is mainly used for business analysis activities, but not for quality assurance activities¹³.

A system use case modeling tool is a tool that helps to illustrate and communicate the interactions and scenarios between the users and the system or the solution. It uses diagrams, symbols, and text to represent the actors, use cases, relationships, and flows of events of the system or the solution. It also defines the preconditions, postconditions, and exceptions of each use case. A system use case modeling tool is mainly used for business analysis activities, but not for quality assurance activities¹⁴.

A solution quality assurance tool is a tool that helps to measure and evaluate the quality of the system or the solution. It uses various methods and techniques, such as testing, inspection, review, audit, and feedback, to check the quality of the system or the solution against the quality standards and criteria. It also identifies and reports any quality issues, defects, or errors of the system or the solution. A solution quality assurance tool is mainly used for quality

[assurance activities, but not for business analysis activities1.](#)

Question 3

Question Type: MultipleChoice

During the initial phase of a project, which technique could assist in identifying and categorizing the stakeholders?

Options:

- A- Business activity model
- B- RAC! matrix
- C- Power/interest grid
- D- Organization modeling

Answer:

C

Explanation:

Power/interest grid is a technique that involves plotting the stakeholders on a matrix based on their level of power and interest in the project. Power/interest grid can help the business analyst to identify and categorize the stakeholders during the initial phase of a project by showing how influential and engaged each stakeholder is. Power/interest grid can also help to determine the appropriate communication and engagement strategy for each stakeholder group. Reference: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

Question 4

Question Type: MultipleChoice

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

What should the business analyst have documented?

Options:

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

Answer:

C

Explanation:

Documenting the source of each requirement in the requirements traceability matrix allows for easy identification of the requestor and facilitates communication with stakeholders. Reference: PMI-PBA Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

Question 5

Question Type: MultipleChoice

A business analyst has been asked to investigate a problem. This investigation will provide input towards developing a business case. The business analyst wants to first understand the company's current business processes.

Which technique should the business analyst use?

Options:

- A- Observation
- B- RACI matrix
- C- MoSCoW
- D- User stories

Answer:

D

Explanation:

Observation is a technique that involves watching how people perform their work in their natural environment. Observation can help the business analyst to understand the company's current business processes, identify pain points, and discover opportunities for improvement. Observation can also help to validate or verify the information obtained from other sources, such as interviews or documents. Reference: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 9; Business Analysis for Practitioners: A Practice Guide (2015), page 61.

Question 6

Question Type: MultipleChoice

The business analyst has completed the requirements gathering and documentation processes in developing a baseline document. Several signoffs are needed. During the joint review process with the key stakeholders, the stakeholders announce that they are still not ready to sign off due to a communication gap.

Which technique should the business analyst have followed to ensure consensus?

Options:

- A- The business analyst should have performed a complete review of each requirement with one of the stakeholders' peers before the meeting.
- B- The business analyst should have performed a complete review of each requirement with the key stakeholders prior to the meeting.
- C- The business analyst should have reviewed the requirements of the project sponsor first before reviewing other requirements.
- D- The business analyst should have invited the key stakeholders to the meeting.

Answer:

B

Explanation:

According to the PMI Professional in Business Analysis objectives and content, one of the techniques to ensure consensus among stakeholders is to conduct a pre-review of the requirements with the key stakeholders before the formal review meeting. This can help to identify and resolve any issues, gaps, or conflicts that may arise during the meeting. A pre-review can also help to build trust and rapport with the stakeholders, and increase their

confidence and commitment to the requirements. A pre-review can be done through interviews, workshops, surveys, or other methods of communication. Reference:

[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](#)

Question 7

Question Type: MultipleChoice

In the middle of a project, a new requirement was added to the scope. The business analyst must determine if any impacts, dependencies, or risks are associated with the addition to the scope.

What task should the business analyst perform in order to identify these impacts?

Options:

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

Answer:

D

Explanation:

Managing solution scope is the task of ensuring that the solution meets the agreed-upon requirements and delivers the expected value to the stakeholders. Managing solution scope involves analyzing the impact of any changes to the scope, assessing the feasibility and risks of the changes, and obtaining approval from the stakeholders before implementing the changes. Managing solution scope can help the business analyst to identify the impacts, dependencies, or risks associated with the addition to the scope. Reference: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 14; Business Analysis for Practitioners: A Practice Guide (2015), page 83.

Question 8

Question Type: MultipleChoice

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?

Options:

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

Answer:

C

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. Reference: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 13; Business Analysis for Practitioners: A Practice Guide², page 76.

Question 9

Question Type: MultipleChoice

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?

Options:

- 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

Explanation:

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.

Question 10

Question Type: MultipleChoice

A company wants to improve the service to its customers by reducing complaint response time by 40%. To achieve this goal, it is necessary to redesign and optimize their internal processes and support it with a new product. The client thinks that disruption and short-term loss of productivity is inevitable.

Where can the business analyst best reflect the intangible costs associated with this change?

Options:

- A- In the requirements specification document
- B- In the business case
- C- In the pay-back analysis
- D- In the balanced score card chart

Answer:

B

Explanation:

: The business case is a document that provides the justification for initiating a project or program. It describes the business problem or opportunity, the benefits and costs of the proposed solution, and the risks and assumptions involved. The business case also includes the intangible costs and benefits associated with the change, such as the disruption and short-term loss of productivity that the client anticipates. The business analyst can use the business case to communicate the value proposition of the project or program to the stakeholders and decision makers. Reference: PMI Guide to Business Analysis, Chapter 3, Section 3.2.1; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, Domain II: Planning, Task 4.

Question 11

Question Type: MultipleChoice

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?

Options:

- A- Which stakeholders have the most influence?
- B- Which functional areas are impacted?
- C- How is the organizational chart structured?
- D- What is the business need?

Answer:

D

Explanation:

The business need is the reason why the project is initiated and the problem or opportunity that the project aims to address. The business need defines the key business drivers and the desired outcomes of the project. By asking what the business need is, the business analyst can understand the value proposition of the project and prioritize the requirements that align with the business objectives and deliver the most benefits to the stakeholders. Reference: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 9; Business Analysis for Practitioners: A Practice Guide², page 23.

Question 12

Question Type: MultipleChoice

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

Options:

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

Answer:

D

Explanation:

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. Reference: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline³, page 24; Business Analysis for Practitioners: A Practice Guide⁴, page 133.



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