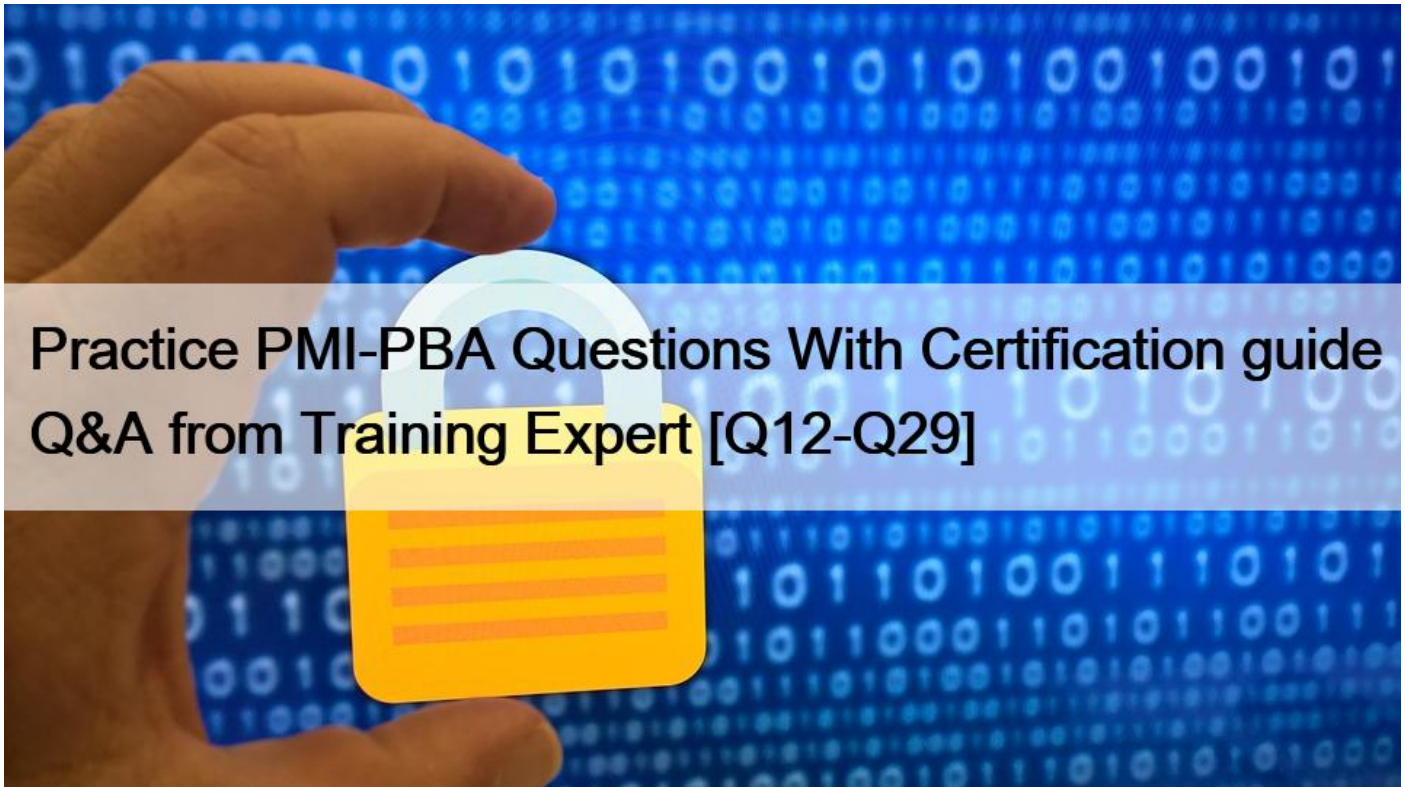


Practice PMI-PBA Questions With Certification guide Q&A from Training Expert [Q12-Q29]



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PMI-PBA certification exam is an important credential for professionals working in the field of business analysis. PMI Professional in Business Analysis (PMI-PBA) certification demonstrates a professional's commitment to their career and their expertise in the field of business analysis. The PMI-PBA certification exam is a globally recognized credential that is designed to test a candidate's knowledge and understanding of business analysis principles, practices, and tools. If you are a business analyst or project manager looking to validate your skills and experience, the PMI-PBA certification exam is an excellent option to consider.

NEW QUESTION 12

A stakeholder has rejected a project's deliverable because it does not meet the original business need. It is further determined that the deliverable does not meet the requirements identified in the baseline.

What is the best approach to resolve this issue?

- * Suggest re-estimating the requirement and following the change control process.
- * Meet with the customer and apologize for misunderstanding the business's need.
- * Require development resources to work overtime to modify the deliverable to satisfy the stakeholder.
- * Provide the stakeholder with a copy of the approved requirements baseline and move forward without making a change.

NEW QUESTION 13

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

- * System analysis
- * Interface analysis
- * Dependency analysis
- * Risk analysis

NEW QUESTION 14

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?

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

Explanation

According to the PMI Professional in Business Analysis objectives and content, a critical design review is a formal review that occurs after the completion of the design phase of a project. The purpose of a critical design review is to verify that the design specification meets the requirements and that the solution is feasible, cost-effective, and acceptable to the customer. A critical design review can help to establish an approved requirements baseline, which is a set of agreed-upon requirements that serves as a reference for further development and testing activities. 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: [PMI.com](#)

NEW QUESTION 15

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

- * analyzing the impact on business and underlying systems.
- * ensuring that change-related incidents are minimized in production.
- * prioritizing and scheduling the changes requested.
- * analyzing the impact to the project schedule and budget.

NEW QUESTION 16

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

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

NEW QUESTION 17

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?

- * Weighted ranking
- * Time-boxing
- * Risk analysis
- * MoSCoW

NEW QUESTION 18

The business analyst is conducting a feasibility study to understand how well a potential solution fits into the organization. What kind of feasibility assessment is the business analyst undertaking?

- * Operational
- * Time
- * Technical
- * Cost-effectiveness

Explanation/Reference: <https://www.simplilearn.com/feasibility-study-article>

NEW QUESTION 19

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 20

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?

- * Plan-driven approach
- * Waterfall approach
- * Analytical approach
- * Change-driven approach

Explanation

A change-driven approach is the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. A change-driven approach is an adaptive and iterative approach that embraces changes and feedback throughout the project lifecycle. It allows the organization to explore different options and alternatives for the solution and deliver value incrementally and frequently. A change-driven approach is suitable for projects that have high uncertainty, complexity, or volatility in the requirements or the environment. A plan-driven approach is not the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. A plan-driven approach is a predictive and sequential approach that follows a detailed plan and minimizes changes and deviations from the baseline. It requires the organization to have a clear and stable vision of the solution and deliver value at the end of the project. A plan-driven approach is suitable for projects that have low uncertainty, complexity, or volatility in the requirements or the environment. A waterfall approach is not the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. A waterfall approach is a type of plan-driven approach that divides the project into distinct phases and completes each phase before moving to the next one. It does not allow for any changes or revisions once a phase is completed. A waterfall approach is suitable for projects that have very simple, well-defined, and fixed requirements and solutions. An analytical approach is not the approach that best aligns with the business need for an organization that prefers taking an exploratory approach to finding the solution that best meets the business need. An analytical approach is a technique or a method for solving problems or making decisions based on data, logic, and reasoning. It does not refer to a specific project management or business analysis approach. References: Business Analysis for Practitioners: A Practice Guide 1, page 28-29; PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline 2, page 13.

NEW QUESTION 21

When managing a product backlog, which statement best describes how to determine the value of backlog items?

- * The stakeholders provide input about backlog value when the item is first identified.
- * The stakeholders do not typically play a major role.
- * The stakeholders provide recommendations with the product owner having the final say.
- * The stakeholders follow the value-ranking criteria.

NEW QUESTION 22

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?

- * Context diagram
- * Use cases
- * Process flow
- * Tracing requirements

Explanation

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 23

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?

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

NEW QUESTION 24

A business analyst is leading a project to implement automated order entry software at a local pizza restaurant.

The business analyst has very little information about the project the ordering process takes too long and often ends in incorrect orders.

What step should the business analyst take next?

- * Identify testing resources to support the implementation.
- * Schedule a requirements gathering sessions with the manager of the ordering department.
- * Select the software to implement and start working with the technical resources.
- * Request information on the current ordering process and compare it with other companies.

NEW QUESTION 25

Which of the following is an example of a functional requirement?

- * The system can be accessed from multiple locations.
- * The system can handle 3,000 user requests concurrently.
- * The system is able to require passwords.
- * The system provides an user-friendly interface.

NEW QUESTION 26

Company A would like to enter into a new market. The business analyst has been assigned to a project for which nobody in Company A has any prior experience. The project manager has asked the business analyst to assist in resource planning.

What should the business analyst recommend to the project manager?

- * Ask the sponsor for more resources.
- * Review the business case to reconsider the project.
- * Ask the developer's team manager for more resources.
- * Hire external subject matter experts for the core project team.

NEW QUESTION 27

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

- * Set the priority of the requirements.
- * Communicate the requirements to stakeholders.
- * Ensure that the requirements are validated.
- * Baseline the requirements.

NEW QUESTION 28

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?

- * A risk plan
- * A review with appropriate stakeholders
- * A project management plan
- * A strategies and goals analysis

NEW QUESTION 29

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

The business analyst should:

- * delay the application's deployment until the conflicts have been resolved.
- * voice user concerns to management and recommend that the project be closed.
- * adhere to the project plan to achieve project objectives.
- * clearly communicate project objectives and attempt to defuse tensions.

PMI-PBA certification exam consists of 200 multiple-choice questions that must be completed in 4 hours. PMI-PBA exam covers five domains: Needs Assessment, Planning, Analysis, Traceability and Monitoring, and Evaluation. The questions are designed to test the candidate's knowledge of business analysis tools and techniques, requirements management, stakeholder engagement, and communication. The PMI-PBA certification is a valuable credential for business analysts who want to advance their careers and demonstrate their expertise in this field.

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