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Exam : **PMI-PBA**

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

Vendor : PMI

Version : DEMO

NO.1 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?

- 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.

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

NO.2 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?

- A.** Configuration management system
- B Work breakdown structure
- B.** Traceability matrix
- C.** Context models

Answer: A

Explanation:

A configuration management system is 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. 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.

NO.3 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?

- 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. References: PMI-PBA Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

NO.4 Requirements for a project have already been approved and finalized when a stakeholder approaches the project team with a change to one of their requirements. Which method of document control should the business analyst use to document changes in requirement(s) versioning?

- A. Statement of work
- B. Project plan
- C. Problem or opportunity statement
- D. Traceability matrix

Answer: D

Explanation:

A traceability matrix is a document that links requirements to their sources and traces them throughout the project life cycle. It helps to track changes in requirements, assess their impact, and ensure that they are met by the project deliverables. A traceability matrix is a useful tool for document control, as it records the version history of each requirement and the rationale for any changes. A statement of work, a project plan, and a problem or opportunity statement are not methods of document control, but rather documents that describe the project scope, objectives, activities, and justification. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 9 1; Business Analysis for Practitioners: A Practice Guide, page 121 2

NO.5 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 corrective action should the business analyst take?

- A. Ask the developer to correct the logo as stated in the requirement.

- B. Confront the stakeholder that requested the change.
- C. Follow the change control process as defined in the business analysis plan.
- D. Discuss the change in the next stakeholder meeting.

Answer: C

Explanation:

The change control process is a set of procedures and tools that are used to manage changes to the requirements and the solution throughout the project life cycle. The change control process is defined in the business analysis plan, which is a document that describes how the business analysis activities will be performed, monitored, and controlled. The business analysis plan also specifies the roles and responsibilities of the business analyst and other stakeholders involved in the change control process. The business analyst should follow the change control process as defined in the business analysis plan to ensure that any changes to the requirements are properly documented, analyzed, approved, communicated, and implemented. By following the change control process, the business analyst can avoid scope creep, maintain the quality and integrity of the requirements, and align the solution with the business needs and objectives. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 24; Business Analysis for Practitioners: A Practice Guide², page 133.

NO.6 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: A

Explanation:

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.

NO.7 When determining the value of a business case, which tool or technique should be used?

- A. Variance analysis
- B. Cost-benefit analysis
- C. SWOT analysis
- D. Feasibility analysis

Answer: B

Explanation:

A cost-benefit analysis is a tool or technique that compares the expected costs and benefits of a project or an investment. It helps to determine the value of a business case by estimating the net present value (NPV) of the project, which is the difference between the present value of the benefits and the present value of the costs. A positive NPV indicates that the project is worth pursuing, while a negative NPV suggests that the project should be rejected. A cost-benefit analysis can also calculate the return on investment (ROI) of the project, which is the ratio of the net benefits to the net costs. A higher ROI implies a higher value of the business case. A cost-benefit analysis can also consider the qualitative aspects of the project, such as the risks, assumptions, constraints, and opportunities¹².

A variance analysis is a tool or technique that compares the actual performance of a project with the planned or expected performance. It helps to identify and explain the deviations or differences between the actual and planned results, such as costs, schedule, scope, quality, and benefits. A variance analysis can also provide corrective actions or recommendations to improve the project performance and align it with the business case¹³.

A SWOT analysis is a tool or technique that evaluates the strengths, weaknesses, opportunities, and threats of a project, a business, or a situation. It helps to identify the internal and external factors that can affect the success or failure of the project or the business. A SWOT analysis can also provide strategies or actions to leverage the strengths and opportunities, and to overcome or mitigate the weaknesses and threats¹⁴.

A feasibility analysis is a tool or technique that assesses the viability and practicality of a project or a solution.

It helps to determine if the project or the solution can be implemented within the available resources, time, budget, and technology. A feasibility analysis can also evaluate the potential benefits and risks of the project or the solution, and compare it with other alternatives¹⁵.

References: 1 PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 10-11; 2 Business Analysis for Practitioners: A Practice Guide, page 123-124; 3 Business Analysis for Practitioners: A Practice Guide, page 125-126; 4 Business Analysis for Practitioners: A Practice Guide, page

127-128; 5 Business Analysis for Practitioners: A Practice Guide, page 129-130

NO.8 A company is developing a new risk management system. The company expects the system to evolve in the near future due to changing government regulations.

Which approach will better cope with the requirements' volatility?

- A. Storyboarding
- B. Multivoting
- C. Phased baselining
- D. Comparative analysis

Answer: C

Explanation:

Phased baselining is an approach that involves dividing the requirements into smaller subsets or increments that can be approved, developed, and delivered separately. Phased baselining can help to cope with the requirements' volatility, as it allows the business analyst and the stakeholders to accommodate changes and feedback in each increment, and to adjust the scope and priorities of the subsequent increments accordingly. Phased baselining can also reduce the risk and uncertainty of the project, as it enables early validation and verification of the solution, and provides more flexibility

and adaptability to the changing business environment and regulations. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 24; Business Analysis for Practitioners: A Practice Guide², page 133.

NO.9 A business analyst captures an application's current limitations and consults with end users to identify new features for the next version.

What can be used to analyze this information and determine project scope?

- A. Capability table
- B. As-is process
- C. Requirements traceability matrix
- D. Root cause analysis

Answer: A

Explanation:

A capability table is a tool that lists the current capabilities of an application and compares them with the desired capabilities identified by the end users. A capability table can help the business analyst to analyze this information and determine project scope by showing the gaps between the current and future states of the application, and prioritizing the new features that will address those gaps. A capability table can also help to define the high-level requirements and objectives of the project. References: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 11; Business Analysis for Practitioners: A Practice Guide (2015), page 67.

NO.10 A business analyst has elicited, documented, and verified the requirements, discovering that there are not enough resources to deliver all the requirements. Which technique should the business analyst employ to rectify the issue?

- A. Hold a brainstorming workshop to build the rationale for the requirements.
- B. Perform traceability to find out where the requirements originated.
- C. Survey stakeholders on their likes and dislikes about the requirements.
- D. Ask stakeholders to vote on the requirements.

Answer: D

Explanation:

Asking stakeholders to vote on the requirements is a technique that the business analyst can employ to rectify the issue of not having enough resources to deliver all the requirements. Voting is a method of prioritizing requirements by asking stakeholders to rank or rate them according to their importance, urgency, value, or risk. Voting can help to identify the most critical or essential requirements that should be delivered first or within the available resources. Voting can also help to resolve conflicts or disagreements among stakeholders and reach a consensus on the priority of the requirements. Holding a brainstorming workshop to build the rationale for the requirements is not an effective technique to rectify the issue, as it does not address the resource constraint or the priority of the requirements. Brainstorming is a method of generating ideas or solutions by encouraging free and creative thinking from participants. Brainstorming can help to elicit or analyze requirements, but not prioritize them. Performing traceability to find out where the requirements originated is not a useful technique to rectify the issue, as it does not indicate the importance or value of the requirements. Traceability is a process of tracking the relationship between requirements and other project artifacts, such as design, test cases, or deliverables. Traceability can help to ensure completeness, consistency, and quality of the requirements, but not prioritize them. Surveying

stakeholders on their likes and dislikes about the requirements is not a viable technique to rectify the issue, as it does not provide a clear or objective way of prioritizing the requirements. Surveying is a method of collecting feedback from stakeholders by asking them questions about their satisfaction, preferences, expectations, needs, problems, or suggestions. Surveying can help to validate or evaluate the requirements, but not prioritize them. References:

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

NO.11 The document that defines the process for managing requirements revisions is the:

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

Answer: B

Explanation:

The change management plan outlines the process for managing changes to requirements, ensuring that any revisions are controlled and documented throughout the project lifecycle. References: PMI-PBA Examination Content Outline, Business Analysis for Practitioners: A Practice Guide.

NO.12 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: D

Explanation:

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.

NO.13 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

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.

NO.14 A type of requirements document that would be the most valuable to a database administrator would be:

- A. a data flow diagram.
- B. a business process diagram.
- C. an entity relationship diagram.
- D. an object diagram.

Answer: C

Explanation:

An entity relationship diagram (ERD) is a type of requirements document that would be most valuable to a database administrator. An ERD is a graphical representation of data entities and their relationships in a database. An ERD shows how data is organized, stored, accessed, and manipulated in a database. An ERD can help to design, document, and communicate a database schema. A data flow diagram (DFD) is a graphical representation of how data flows through a system or a process. A DFD shows where data comes from, where it goes, how it is transformed, and what it is used for. A DFD can help to analyze, design, or improve a system or a process. A business process diagram (BPD) is a graphical representation of how activities are performed by actors in a business process. A BPD shows who does what, when, where, why, and how in a business process. A BPD can help to model, document, or optimize a business process. An object diagram is a graphical representation of objects and their relationships in an object-oriented system. An object diagram shows how objects interact with each other through messages or operations. An object diagram can help to illustrate or test an object-oriented design. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 15; Business Analysis for Practitioners: A Practice Guide², page 95.

NO.15 Which tool can be used to analyze how the system responds to various combinations of input conditions with the probability of each outcome?

- A. Decision tree
- B. Functional decomposition
- C. Expected monetary value
- D. Weighted criteria

Answer: A

Explanation:

A decision tree is a tool that can be used to analyze how the system responds to various combinations of input conditions with the probability of each outcome. A decision tree is a graphical representation of a decision problem that shows the possible choices and their consequences. A decision tree can help to evaluate the expected value of each alternative and choose the optimal

one. Functional decomposition is a tool that can be used to break down a complex system or process into smaller and simpler components. Expected monetary value is a tool that can be used to calculate the average outcome of a decision under uncertainty by multiplying the value of each outcome by its probability and summing them up. Weighted criteria is a tool that can be used to prioritize requirements or alternatives based on their importance and performance scores. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, page 15; Business Analysis for Practitioners: A Practice Guide², page 95.

NO.16 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

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.

NO.17 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. Organizational chart
- B. Business case
- C. Business analysis plan
- D. Business analyst communication plan

Answer: C

Explanation:

An organizational chart is a tool that helps to visualize the structure and hierarchy of an organization, as well as the roles and responsibilities of its members. It can also show the relationships and interactions between different units, departments, or teams within the organization. An organizational chart can help the business analyst to identify the missing project stakeholders by showing who are involved in or affected by the online ordering system, such as the purchasing department. A business case is a tool that helps to justify the need and value of a project or initiative, as well as the costs and benefits associated with it. It does not provide information about the project stakeholders. A business analysis plan is a tool that helps to define the scope, approach, activities, deliverables, and schedule of the business analysis work. It does not provide information about the

project stakeholders. A business analyst communication plan is a tool that helps to determine the communication needs, methods, frequency, and channels for the business analysis work. It does not provide information about the project stakeholders. References: PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline¹, PMI Guide to Business Analysis², Business Analysis for Practitioners: A Practice Guide³, Organizational Chart - What is an Organization Chart? Definition, Types, Tips, Tutorial, and Examples

NO.18 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?

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

Answer: C

Explanation:

According to the PMI Professional in Business Analysis objectives and content, a subject matter expert (SME) is a person who has specialized knowledge or skills in a particular domain or area. A SME can provide valuable insights, information, and guidance to the project team, especially when the project involves a new or unfamiliar market. By hiring external SMEs for the core project team, the business analyst can help to ensure that the project has the necessary expertise and resources to perform the business analysis activities effectively and efficiently. External SMEs can also help to identify and validate the business needs, requirements, and solutions for the new market, and to reduce the risks and uncertainties associated with the project. 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

NO.19 Which tool provides combined functionality for business analysis and quality assurance activities?

- 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.

References: 1 PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline, page 9-11; 2 Business Analysis for Practitioners: A Practice Guide, page 121; 3 Business Analysis for Practitioners:

A Practice Guide, page 133; 4 Business Analysis for Practitioners: A Practice Guide, page 135; Business Analysis for Practitioners: A Practice Guide, page 125

NO.20 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

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.