



# PMI-PBA<sup>Q&As</sup>

PMI Professional in Business Analysis

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#### QUESTION 1

		Revenue growth	Improved customer satisfaction		Reduced time-to-market	Lower maintenance cost
ID	Options	(weight 5)	(weight 3)		(weight 4)	(weight 2)
1	Purchase off-the-shelf software	2	2		2	2
2	Develop in-house software	2	3		1	2
3	Outsource the development	2	3		2	1
4	Enhance the existing system	1	1		3	3

Which solution should be chosen according to the completed weighted-ranking matrix?

- A. Enhance the existing system.
- B. Purchase off-the-shelf software.
- C. Develop in-house software.
- D. Outsource the development.

Correct Answer: C

#### QUESTION 2

A stakeholder requests to add new critical requirements the day before the scheduled baseline requirements approval meeting. The stakeholder insists that these requirements must be taken into account despite time and budget constraints.

What is the most effective way to manage this situation?

- A. Postpone the baseline approval meeting, analyze the impact, and schedule a new meeting to discuss dependencies and priorities with stakeholders.
- B. Share the new requirements with all stakeholders and ask them to submit their comments before the meeting.
- C. Ask for more resources to manage this change and justify these additional resources with the value the change will give to the company.
- D. Discuss the change with stakeholders during the baseline approval meeting and ask them to approve the new baseline.

Correct Answer: B



### QUESTION 3

A business analyst is working on a highly complex project and has elicited a large number of requirements from stakeholders in several departments. Due to the large number of requirements, the stakeholders have determined that they would like to prioritize them to minimize a potentially large scope.

Which technique could the business analyst use to manage requirements?

- A. Storyboarding
- B. RACI models
- C. SMART goals
- D. MoSCoW

Correct Answer: D

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### QUESTION 4

A project team has 120 days to deliver a solution, but the stakeholders have too many requirements for the delivery window. What requirements prioritization technique should be used to determine which requirements will be delivered?

- A. Multivoting
- B. MoSCoW
- C. Time-boxing
- D. Budget analysis

Correct Answer: B

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### QUESTION 5

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?

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

Correct Answer: C