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Question 1

Question Type: MultipleChoice

Which of the following is the best approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and discussed as they develop?

Options:

- A- Iterative
- B- Waterfall
- C- Linear
- D- Agile

Answer:

D

Explanation:

Agile is an approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and discussed as they develop. Agile emphasizes iterative and incremental delivery of value, collaboration, feedback, and adaptation. Agile methods include Scrum, Kanban, XP, and others. Reference: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 14; Business Analysis for Practitioners: A Practice Guide (2015), page 17.

Question 2

Question Type: MultipleChoice

Which of the following techniques contrasts the current and desired business views to analyze possible business changes?

Options:

- A- Impact analysis SWOT analysis

- B- SWOT analysis
- C- Gap analysis
- D- Trend analysis

Answer:

C

Explanation:

Gap analysis is a technique that contrasts the current and desired business views to analyze possible business changes. It identifies the gaps between the current state and the future state of the business and helps to prioritize the actions needed to close those gaps. Gap analysis can be used to assess the feasibility, scope, and value of a proposed change. Reference: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 10; Business Analysis for Practitioners: A Practice Guide (2015), page 52.

Question 3

Question Type: MultipleChoice

A document is being created that will detail the customer's needs for a product and will include a functional model, a data model, and a glossary of terms. This document is called a:

Options:

- A- standard operating manual.
- B- business case.
- C- project charter.
- D- requirements specification.

Answer:

D

Explanation:

A requirements specification is a document that describes the customer's needs for a product and includes a functional model, a data model, and a glossary of terms. A standard operating manual is a document that provides instructions on how to use a product or service. A business case is a document that justifies the initiation of a project or investment based on its expected benefits and

costs. A project charter is a document that authorizes the start of a project and defines its scope, objectives, and stakeholders. Reference: = PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline (2019), page 8; Business Analysis for Practitioners: A Practice Guide (2015), page 36.

Question 4

Question Type: MultipleChoice

Which of the following would be the best practice in product validation?

Options:

- A- The measurement of the requirement should be based on the average of two or more evaluations.
- B- There should be two separate measurements for evaluating each functional requirement.
- C- Two or more testers should test the product using the same test cases so that their evaluations are consistent.
- D- The evaluation criteria should be the same as what was used to measure the requirement.

Answer:

D

Explanation:

The best practice in product validation is that the evaluation criteria should be the same as what was used to measure the requirement. Product validation is a process that confirms that the product meets the stakeholder needs and expectations and delivers value to them. Product validation involves testing and verifying the product against predefined criteria and standards that reflect the requirements. The evaluation criteria should be consistent with what was used to measure the requirement during analysis, as this ensures that there is no discrepancy or deviation between what was specified and what was delivered. The measurement of the requirement should not be based on the average of two or more evaluations, as this is not a best practice in product validation. Averaging two or more evaluations may result in inaccurate or misleading results, as it may mask or dilute any errors, defects, or variations in the product quality or performance. Averaging two or more evaluations may also introduce bias or subjectivity into the validation process, as different evaluators may have different methods, tools, or perspectives for measuring the product. There should not be two separate measurements for evaluating each functional requirement, as this is not a best practice in product validation. Having two separate measurements may create confusion or inconsistency in the validation process, as it may lead to conflicting or contradictory results, depending on how each measurement is defined, performed, or interpreted. Having two separate measurements may also increase complexity or redundancy in the validation process, as it may require more time, effort, or resources to conduct and compare each measurement. Two or more testers should not test the product using the same test

cases so that their evaluations are consistent, as this is not a best practice in product validation. Having two or more testers use the same test cases may result in duplication or inefficiency in the validation process, as it may waste time, effort, or resources to perform identical tests without adding any value or information. Having two or more testers use the same test cases may also reduce effectiveness or reliability in the validation process, as it may overlook or ignore any errors, defects, or variations that are not covered by those test cases. Reference: Business Analysis for Practitioners: A Practice Guide¹, page 113-114; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline², page 17-18.

Question 5

Question Type: MultipleChoice

Which of the following can be used to determine if requirements align to the product's objectives?

Options:

- A- Five Whys
- B- Activity network diagrams
- C- Context diagrams
- D- Business use cases

Answer:

D

Explanation:

Context diagrams are a technique that can be used to determine if requirements align to the product's objectives. Context diagrams are a technique that involves creating a visual representation of the product and its interactions with its environment, such as other systems, processes, or stakeholders. Context diagrams can help to define and clarify the scope, boundaries, and interfaces of the product. Context diagrams can also help to verify that the requirements are consistent and compatible with the product's objectives and value proposition. Five Whys is not a technique that can be used to determine if requirements align to the product's objectives. Five Whys is a technique that involves asking a series of why questions to identify the root cause of a problem or an effect. Five Whys can help to understand and resolve the underlying issues or needs that drive the requirements, but it does not directly compare or evaluate the requirements against the product's objectives. Activity network diagrams are not a technique that can be used to determine if requirements align to the product's objectives. Activity network diagrams are a tool that involves creating a graphical representation of the sequence and dependencies of the activities or tasks in a project or a process. Activity network diagrams can help to plan and manage the schedule, resources, and risks of a project or a process,

but they do not depict or assess the requirements or the product's objectives. Business use cases are not a technique that can be used to determine if requirements align to the product's objectives. Business use cases are a tool that involves describing and documenting how a stakeholder interacts with a system or a solution to achieve a specific goal or outcome. Business use cases can help to specify and communicate the functionality and behavior of a system or a solution, but they do not measure or validate the requirements or the product's objectives. Reference: Business Analysis for Practitioners: A Practice Guide¹, page 78-79; PMI Professional in Business Analysis (PMI-PBA) Examination Content Outline², page 16.

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