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PMI Professional in Business Analysis (PMI-PBA)

PMI PMI-PBA

Version Demo

Total Demo Questions: 26

Total Premium Questions: 268

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Topic Break Down

Topic	No. of Questions
Topic 1, Needs Assessment	37
Topic 2, Planning	29
Topic 3, Analysis	103
Topic 4, Traceability and Monitoring	66
Topic 5, Evaluation	33
Total	268

QUESTION NO: 1

A company is developing a new e-commerce platform to enter a new market segment. Development is well under way when the government issues a new set of regulations.

Which course of action should the business analyst take?

A. Check the traceability matrix to identify affected use cases.

B. Evaluate if the new set of regulations is aligned with the business case.

C. Evaluate the impact of the change on the project schedule.

D. Obtain management sign-off on the new set of regulations.

ANSWER: A

Explanation:

“Check the traceability matrix to identify affected use cases.” is the appropriate immediate action because new government regulations represent an external change that can create, modify, or constrain solution requirements. The business analyst first needs to determine precisely which existing requirements, use cases, processes, acceptance criteria, and related solution components are affected. A requirements traceability matrix provides the relationships needed to perform this impact assessment systematically, linking regulatory needs to business requirements, stakeholder requirements, and implementation-level requirements.

By identifying the affected use cases early, the business analyst can ensure that regulatory obligations are translated into appropriate requirement changes and can communicate a clear, evidence-based change impact to the project team and decision makers. This analysis then supports subsequent activities such as refining requirements, updating baselines, prioritizing required changes, and enabling schedule or cost assessment by the appropriate project roles. PMI describes traceability as an important means of managing requirement relationships and assessing the effects of change throughout the life cycle. See PMI’s Business Analysis resources and its PMI-PBA certification overview.

QUESTION NO: 2

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?

A. Schedule a requirements gathering sessions with the manager of the ordering department.

B. Request information on the current ordering process and compare it with other companies.

C. Identify testing resources to support the implementation.

D. Select the software to implement and start working with the technical resources.

ANSWER: B

Explanation:

Request information on the current ordering process and compare it with other companies. is the appropriate next step because the business analyst has only a high-level problem statement, rather than enough evidence to define requirements or select a solution. The analyst should first understand the current state: how orders are received, entered, confirmed, prepared, changed, and delivered; which people and systems participate; where delays and errors occur; and how often those problems occur. This information establishes a factual baseline for analyzing the business need and identifying measurable improvement opportunities.

Comparing relevant practices used by similar organizations is a useful form of research and benchmarking. It can reveal feasible capabilities, process patterns, performance measures, and potential solution approaches without assuming that a particular software product is already the answer. The resulting current-state understanding supports subsequent stakeholder engagement, requirements elicitation, and definition of the desired future state. PMI business analysis guidance emphasizes assessing the current state and determining the business need before progressing to detailed requirements and solution work. See PMI's Business Analysis resources and the PMI Professional in Business Analysis certification overview.

QUESTION NO: 3

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?

A. Provide the stakeholder with a copy of the approved requirements baseline and move forward without making a change.

B. Meet with the customer can apologize for misunderstanding the business's need.

C. Require development resources to work overtime to modify the deliverable to satisfy the stakeholder.

D. Suggest re-estimating the requirement and following the change control process.

E. Assess the gap against the approved requirements baseline, correct the deliverable, and manage any resulting changes through change control.

ANSWER: E

Explanation:

Assess the gap against the approved requirements baseline, correct the deliverable, and manage any resulting changes through change control. The requirements baseline is the authorized basis for building and validating the solution, and it provides the objective criteria by which the deliverable should be evaluated. Because the deliverable does not satisfy those approved requirements, this is first a delivery or quality nonconformance that requires analysis and corrective work—not simply a disagreement with the stakeholder or an automatic change to the baseline.

The business analyst should use requirements traceability and validation information to identify precisely which baseline requirements were missed, confirm the expected outcome with relevant stakeholders, and support the team in defining the necessary corrective action. The corrected deliverable should then be verified and revalidated against the approved acceptance criteria before it is resubmitted. If resolving the issue reveals a legitimate need to alter the approved requirements, scope, cost, schedule, or other controlled baselines, that proposed alteration must be evaluated and processed through formal integrated change control. PMI describes requirements as a basis for solution evaluation and emphasizes controlled management of changes to approved project baselines. See the PMBOK® Guide and PMI Standards and PMI's Lexicon of Project Management Terms.

QUESTION NO: 4

A business analyst is working on a system enhancement project and has completed the requirements according to the requirements management plan. The business analyst is now ready to request approval from the stakeholders.

How should the business analyst obtain approval?

A. Provide a defect tracking log for review.

B. Conduct a formal or informal review of the requirements.

C. Send an email requesting approval of requirements.

D. Create and maintain an audit history log of changes to requirements.

ANSWER: B

Explanation:

Conduct a formal or informal review of the requirements is the appropriate way to obtain stakeholder approval. Requirements approval is a validation activity: stakeholders need an opportunity to examine the documented requirements, confirm that they accurately represent the business need and intended solution, identify any remaining concerns, and explicitly authorize the requirements to serve as the agreed baseline for subsequent work. The requirements management plan establishes the applicable process, including the approval approach, participants, authority levels, and records to be retained. Depending on the project's governance, risk, complexity, and stakeholder needs, this may take the form of a structured walkthrough, inspection, review meeting, or a less formal collaborative review. The key outcome is informed stakeholder acceptance, captured according to the defined approval process. PMI describes requirements management as including activities for validating and obtaining approval of requirements, while formal acceptance is part of ensuring deliverables and their supporting requirements meet stakeholder expectations. A review also creates a direct forum for shared understanding before approval is recorded. See PMI's overview of business analysis and requirements-related practices at PMI Business Analysis and PMI's requirements management resources at Effective Requirements Management Practices.

QUESTION NO: 5

A business analyst is documenting the acceptance criteria to support a minor modification in a user portal. The analyst submits the criteria for review, but it is deemed incomplete and returned.

What could have caused the documentation to be returned?

A. The analyst did not include the scope document in the acceptance criteria paperwork.

B. The analyst failed to gather any baseline information.

C. The analyst performed forward and backwards traceability.

D. The analyst utilized user stories as a requirements document tool.

ANSWER: B

Explanation:

The analyst failed to gather any baseline information. Acceptance criteria must provide objective, testable conditions for determining whether the modified portal is acceptable to stakeholders. For a change to an existing portal, baseline information establishes the relevant current-state measure against which the expected result can be evaluated. Depending on the nature of the modification, this may include present response times, error rates, completion rates, accessibility results, customer-satisfaction measures, or another measurable aspect of current performance.

Without that starting point, criteria may state an intended improvement but lack a meaningful, verifiable threshold for demonstrating that the change produced the required outcome. For example, a criterion such as an improved response time is incomplete unless the current performance and the target performance are defined. Baseline data therefore supports measurable evaluation, stakeholder agreement on what success means, and validation of the delivered change. This is consistent with PMI's emphasis on defining requirements and success criteria that can be validated, as described in the PMI-PBA Examination Content Outline. It also aligns with the business-analysis practice of defining measures and assessing solution performance described in the BABOK Guide.

QUESTION NO: 6

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.

ANSWER: A

Explanation:

Postpone the baseline approval meeting, analyze the impact, and schedule a new meeting to discuss dependencies and priorities with stakeholders.

This is the most effective response because a requirements baseline represents an approved, controlled basis for project work. A request received immediately before approval—even when described as critical—must be evaluated before it is incorporated. The business analyst should facilitate analysis of the proposed requirements' value, feasibility, dependencies, effects on scope, schedule, budget, risks, and any changes needed in related requirements. This creates reliable information for stakeholders and the authorized decision makers.

Rescheduling the approval prevents the team from approving a baseline that is incomplete or has not been adequately reviewed. The follow-up discussion should prioritize the new requirements against existing needs and constraints, determine whether trade-offs are required, and obtain agreement on the resulting baseline. This approach supports collaborative stakeholder engagement while maintaining requirements traceability and formal change control. PMI describes a baseline as an approved version of a work product that can be changed only through formal change-control procedures; see the PMI Lexicon of Project Management Terms. PMI's business analysis resources also emphasize eliciting, analyzing, prioritizing, and managing requirements throughout the change life cycle: PMI Business Analysis.

QUESTION NO: 7

The project sponsor needs to know which requirements will be implemented. Which of the following would be the most valuable for a business analyst to provide?

A. Requirements baseline document

B. Requirements management plan

C. Requirements impact analysis

D. Requirements traceability matrix

ANSWER: A

Explanation:

The **Requirements baseline document** is the most valuable item because it identifies the requirements that have been reviewed, approved, and formally established as the agreed scope for the solution or project increment. A sponsor asking which requirements will be implemented needs a clear, authoritative view of the committed requirements rather than a planning or analysis artifact. The baseline gives the business analyst a controlled reference point for communicating the agreed product scope, obtaining alignment among stakeholders, and managing subsequent requests that could affect delivery commitments.

Once requirements are baselined, changes to them are evaluated and handled through the project's change-control approach. This preserves the integrity of the approved scope while ensuring that the sponsor can understand what the team is currently committed to delivering. The baseline can also support release and implementation decisions when requirements are delivered incrementally, provided the approved requirements are associated with the relevant release. PMI describes baselines as approved versions of work products used as a basis for comparison and control; this principle supports using an approved requirements baseline as the definitive answer to the sponsor's question. See PMI's PMBOK® Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 8

A business analyst has started a project for a system enhancement. In order to determine how the requirements will be approved, the business analyst schedules a meeting with the stakeholders to discuss the proposed approval process.

Which measure of effective decision making allows the business analyst to finalize the process for requirement approval?

A. The requirements validation process is documented.

B. The requirements elicitation process is documented.

C. The requirements verification process is documented.

D. The requirements approval process is documented.

ANSWER: A

Explanation:

The requirements validation process is documented. Requirements validation is the structured business analysis activity used to confirm that requirements represent stakeholder needs, support the intended business value, and are ready for formal acceptance. A documented validation process establishes how stakeholders will review requirements, what acceptance criteria or decision rules they will apply, who has authority to approve them, and how the resulting approval decision will be recorded and communicated. Once these elements are agreed during the stakeholder discussion, the business analyst has a repeatable and governable process for obtaining requirement approval rather than relying on informal consensus. This is an effective-decision-making measure because it makes the decision path transparent, assigns decision rights, and creates an auditable basis for confirming stakeholder acceptance throughout the enhancement effort. PMI describes the PMI-PBA credential as focused on working with stakeholders to define business requirements and shape successful outcomes; validation and stakeholder acceptance are central to that responsibility. See PMI's PMI Professional in Business Analysis (PMI-PBA) overview and its Project Management Lexicon for PMI's standardized project-management terminology.

QUESTION NO: 9

A financial company deployed a new online product to their customers to invest in the stock market. The company notices a problem regarding financial calculations and starts the problem analysis. The company discovers that the new rules for taxes and fees were not implemented.

This problem could have been avoided by:

A. involving a business analyst during all phases of system development.

B. implementing an automated issue tracking system to facilitate the tracing of defects to the requirements.

C. using a table that shows each applicable business rule with the implemented functional requirement.

D. rolling back the operations using a contingency process in order to avoid loss and client dissatisfaction.

ANSWER: C

Explanation:

Using a table that shows each applicable business rule with the implemented functional requirement is correct because it creates explicit traceability from a governing business rule—such as a tax or fee rule—to the system behavior that must implement it. In a financial product, tax and fee calculations are business rules that are often driven by legislation, policy, product terms, and compliance obligations. Capturing those rules alone is not sufficient: the analyst must ensure each rule is translated into one or more functional requirements and can be verified through design, development, testing, and release. A rule-to-requirement traceability table makes omissions visible before deployment, supports impact analysis when regulations change, and provides evidence that implementation coverage was reviewed. This is particularly important where calculation accuracy directly affects customers and regulatory compliance. PMI describes business analysis as working with stakeholders to define needs and recommend solutions that deliver value; disciplined requirements traceability helps ensure the delivered solution reflects those needs and rules. PMI's business analysis resources are available at PMI Business Analysis, and its standards catalog, including business analysis publications, is available at PMI Standards.

QUESTION NO: 10

A company wants to procure a tool to improve customer satisfaction and loyalty. Which of the following documents would provide basis for analyzing vendor products?

A. Business case

B. Project charter

C. Survey

D. Storyboard

ANSWER: A

Explanation:

Business case is the appropriate basis for analyzing vendor products because it defines the business problem or opportunity, the desired outcomes, expected benefits, costs, assumptions, risks, and measures of success. In this situation, the organization's intended outcomes include improved customer satisfaction and loyalty. Those outcomes can be translated into objective evaluation criteria for prospective tools, such as the tool's ability to capture customer feedback, support customer-service workflows, provide loyalty-program capabilities, integrate with current systems, and produce relevant performance measures.

Business analysis supports decisions by ensuring that solution options are evaluated against the value they are expected to deliver, rather than being selected solely on product features. A well-developed business case therefore gives procurement stakeholders a common, traceable rationale for comparing vendor offerings and determining which product best supports the organization's strategic need and anticipated benefits. PMI describes business analysis as defining needs and recommending solutions that deliver value to stakeholders, while its standards terminology identifies the business case as the documented economic feasibility and justification for an initiative. See PMI Business Analysis and the PMI Lexicon of Project Management Terms.

QUESTION NO: 11

Which of the following tools will help facilitate the decision-making process when stakeholders do not agree on the value of an initiative?

A. Gap analysis

B. Force-field analysis

C. Feasibility analysis

D. PEST analyst

ANSWER: B

Explanation:

Force-field analysis is the appropriate tool because it structures a discussion around the forces that support an initiative and the forces that resist or constrain it. When stakeholders disagree about an initiative's value, the business analyst can facilitate identification of the expected benefits, opportunities, risks, costs, dependencies, and organizational barriers. The group can then assess the relative strength of these factors and determine whether to strengthen the drivers, reduce the restraining forces, gather additional evidence, or revise the initiative. This makes assumptions and differing viewpoints visible, helping stakeholders move from unsupported positions toward a transparent, evidence-informed decision. It is particularly useful in business analysis because an initiative's value depends not only on anticipated benefits but also on the conditions and obstacles that affect whether those benefits can be realized. PMI recognizes that business analysis supports effective stakeholder collaboration and value delivery throughout an initiative; force-field analysis is a practical facilitation technique for reaching alignment on a proposed change. See PMI's Business Analysis standards and resources and the Force Field Analysis overview.

QUESTION NO: 12

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:

A. business case.

B. requirements specification.

C. project charter.

D. standard operating manual.

ANSWER: B

Explanation:

A requirements specification is correct because it documents the product's requirements in sufficient detail to create a shared, verifiable understanding of what the solution must provide. In business analysis practice, this type of specification consolidates stakeholder and customer needs and commonly uses models to make those needs precise. A functional model expresses the behaviors, processes, or capabilities the product must support; a data model defines the information the product must store, use, and relate; and a glossary establishes consistent definitions for important business and technical terms. Together, these artifacts reduce ambiguity and provide a reliable basis for solution design, development, validation, and acceptance.

PMI describes requirements as conditions or capabilities needed by stakeholders and emphasizes documenting and managing them so that the delivered solution produces the intended business value. A requirements specification is therefore the appropriate name for a document centered on detailed product needs and supporting analysis models. For further context, see PMI's Business Analysis resources and the International Institute of Business Analysis overview of business requirements.

QUESTION NO: 13

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

A. Baseline the requirements.

B. Set the priority of the requirements.

C. Communicate the requirements to stakeholders.

D. Ensure that the requirements are validated.

ANSWER: D

Explanation:

Ensure that the requirements are validated. Comparing requirements with applicable internal policies, organizational standards, regulatory obligations, and external quality criteria is a key activity in requirements validation. The comparison provides evidence that requirements are sufficiently complete, consistent, feasible, testable, and aligned with the intended business need before they are accepted for downstream work. The business analyst should then ensure the validation activity is completed with the appropriate stakeholders and subject-matter experts, documenting outcomes and resolving any identified gaps or defects. Validation establishes confidence that the requirements describe a solution that can deliver the expected value and meet relevant constraints; it is not merely an administrative handoff. PMI describes business analysis as including the elicitation, analysis, and management of requirements to support successful project outcomes, with stakeholder engagement and fit-for-purpose requirements central to that work. See PMI's overview of the PMI Professional in Business Analysis certification at PMI-PBA and PMI's business analysis resources at Business Analysis.

QUESTION NO: 14

The sales team of a company has won a time-and-material project. The business analyst discovers that the sales team has underestimated the required budget and schedule.

Which course of action should the business analyst take?

A. Accept the contract, and deliver only the requirements that fit within the budget and schedule

B. Develop a requirements baseline document and use it to negotiate the scope in the contract.

C. Refrain from working on the project and request that the customer cancel the contract.

D. Accept the contract, and then notify the customer about the potential for a cost overrun.

ANSWER: B

Explanation:

Develop a requirements baseline document and use it to negotiate the scope in the contract is the appropriate action because the business analyst has identified a material mismatch between the work apparently needed and the budget and schedule assumed during the sale. The analyst should elicit, analyze, document, and validate the requirements sufficiently to establish a shared, controlled understanding of the product scope. This requirements baseline provides an objective basis for discussions with the customer about what work is included, the priorities and assumptions involved, and the funding and timeline needed to deliver the agreed outcomes.

In a time-and-material engagement, costs and duration depend on the actual effort and resources consumed. A clear baseline helps the parties manage that uncertainty transparently before substantial work proceeds. It supports informed scope negotiation and creates a reference point for evaluating proposed changes, enabling the customer and delivery organization to align contractual scope, budget, and schedule with validated business needs. PMI describes requirements as a basis for defining scope and managing changes, while its standards emphasize baselines as approved versions used for comparison and control. See PMI's PMBOK® Guide and Standards and PMI Business Analysis resources.

QUESTION NO: 15

In the first few weeks after a large implementation of a new web-based application, a critical report failed. Further investigation determined that a worker had been using a field that was not supposed to be used. This issue was not identified in testing.

Which technique could have prevented this problem from occurring?

A. Prototyping

B. Use cases

C. Document analysis

D. Diagrams

ANSWER: B

Explanation:

Use cases are the appropriate technique because they describe how a specific user, or actor, interacts with a system to achieve a defined business goal. A well-developed use case for creating or running the critical report would identify the worker's role, the permitted inputs, the normal sequence of actions, business rules, and alternate or exception paths. In this situation, the fact that a worker used a field that was not intended for that purpose indicates that an important user interaction or business rule was not sufficiently elicited, specified, validated, or translated into test scenarios.

Use cases provide an effective bridge from requirements to testing. The business analyst can work with users and subject-matter experts to validate the expected workflow, including which fields are available, required, prohibited, or conditionally applicable. Testers can then derive test cases directly from the use case's main and alternate flows, including attempts to use an inappropriate field. This makes it much more likely that the report failure would have been detected before deployment. PMI recognizes use cases as a requirements-analysis technique for documenting stakeholder interactions and functional behavior; see the PMI Lexicon of Project Management Terms and the International Institute of Business Analysis overview of use cases and user stories.

QUESTION NO: 16

Last year, a company registered a high number of complaints about its customer service. Which of the following tools or techniques can help to identify the high-priority changes needed to improve that service?

A. A work breakdown structure analysis of the service

B. A cause-and-effect diagram

C. A Pareto analysis

D. A flowchart of the service

ANSWER: C

Explanation:

A Pareto analysis is the appropriate technique because it helps the business analyst and stakeholders prioritize improvement efforts using complaint data. Complaints can first be categorized by their underlying issue or service attribute—for example, response time, resolution quality, billing accuracy, or agent behavior—and then counted and ordered from the most frequent category to the least frequent. A Pareto chart makes the cumulative impact visible, allowing the team to focus changes on the relatively small number of causes responsible for the largest share of customer dissatisfaction. This is commonly described as the Pareto principle: a vital few contributors often account for most of an observed problem.

For a service-improvement initiative, this evidence-based prioritization is particularly valuable. Rather than attempting to redesign every part of customer service at once, the organization can identify the complaint categories with the greatest aggregate impact, define requirements for the related improvements, and target resources where they should deliver the greatest customer benefit. The analysis can also be repeated after changes are implemented to assess whether the frequency and distribution of complaints have improved. PMI recognizes analytical techniques as supporting sound business-analysis decisions, while the Pareto method is a well-established quality tool for identifying high-impact improvement opportunities. See PMI's Business Analysis standards and resources and ASQ's Pareto chart overview.

QUESTION 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. Business analyst communication plan

B. Business case

C. Organizational chart

D. Business analysis plan

ANSWER: C

Explanation:

Organizational chart is the appropriate reference material because it documents the organization's formal structure, including business units, departments, reporting relationships, and functional responsibilities. When conducting stakeholder identification, a business analyst should examine organizational structures to determine which groups perform, govern, support, or are affected by work related to the proposed solution. For an online ordering-system update, the purchasing department may manage supplier interactions, procurement processes, approvals, inventory-related controls, or data used by the system. Its appearance on the organizational chart gives the analyst an authoritative starting point for recognizing the department as a stakeholder group and then identifying the appropriate representatives, sponsors, subject-matter experts, or operational users within it.

PMI business analysis practice emphasizes identifying stakeholders broadly and continuously, using organizational context and available project information to understand who may affect, be affected by, or have relevant knowledge of the change. Reviewing the organizational chart supports this objective by revealing formal areas that might otherwise be omitted from an initial stakeholder list. The analyst can use the chart to validate departmental ownership and relationships before engaging the purchasing function to confirm its specific interests, influence, requirements, and communication needs. See PMI's overview of business analysis at [PMI Business Analysis]() and its standards and guides resources at [PMI Standards and Guides]().

QUESTION NO: 18

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?

A. Observation

B. RAC! matrix

C. MoSCoW

D. User stories

ANSWER: A

Explanation:

Observation is the appropriate technique because it lets the business analyst directly examine how work is actually performed in the current state. By watching users carry out tasks in their normal environment, the analyst can identify process steps, handoffs, informal workarounds, delays, rework, system interactions, and practical constraints that may not be fully documented or accurately recalled in interviews. This firsthand evidence is especially valuable while investigating a business problem and preparing input to a business case, since a sound case depends on a realistic understanding of the existing process, its pain points, and the opportunities for improvement. The analyst can document observations as current-state process information and use the findings to validate assumptions with stakeholders before defining potential changes. PMI describes business analysis as work that includes identifying needs and recommending solutions that deliver value; understanding the current operating context is fundamental to that work. See PMI's [Business Analysis resources]() and the International Institute of Business Analysis overview of [business analysis]().

QUESTION NO: 19

A business analyst anticipates receiving requirements changes. What should the business analyst do to avoid scope creep?

A. Meet with the stakeholder and discuss timeline impact.

B. Define a requirements baseline and implement a change control process.

C. Implement only the original requirements.

D. Refer changes to the project manager.

ANSWER: B

Explanation:

"Define a requirements baseline and implement a change control process." is correct because scope creep is prevented by establishing an agreed, controlled reference point for requirements and evaluating proposed changes before they are incorporated into the work. A requirements baseline documents the approved set of requirements and provides a basis for identifying whether a request is within the agreed scope or represents a change. A formal change control process then ensures each proposed change is captured, analyzed for impacts such as scope, value, cost, schedule, risk, and dependencies, and submitted to the appropriate decision-makers for approval or rejection.

For a business analyst, this approach supports traceability from stakeholder needs through requirements and planned solution outcomes. It also enables transparent stakeholder communication: approved changes can be prioritized and incorporated deliberately, while unapproved changes do not enter the product or project scope informally. PMI describes scope baselines as the approved version of scope-related artifacts that can be changed only through formal change-control procedures. PMI also emphasizes evaluating and managing requirements changes throughout the business analysis life cycle. See [PMI’s PMBOK® Guide overview] and [PMI Professional in Business Analysis (PMI-PBA)®].

QUESTION NO: 20

While preparing a business case, an experienced business analyst faces difficulty in deciding which of three different solution options to recommend. The senior vice president (SVP) who requested the business case favors an outsourced solution; however, an analysis favors a custom-developed solution, either but internally or using contract labor.

To prepare the recommendation, what should the business analyst do?

A. Perform solution evaluation.

B. Recommend the SVP’s choice, as it is most likely to be adopted.

C. Review the stakeholder analysis

D. Formulate a weighted-ranking matrix.

ANSWER: D

Explanation:

Formulate a weighted-ranking matrix. A business case recommendation should be based on a consistent, transparent comparison of all viable solution alternatives rather than on an individual stakeholder’s stated preference. A weighted-ranking matrix allows the business analyst to identify decision criteria that reflect the organization’s needs, assign relative weights to show each criterion’s importance, score each solution option against those criteria, and calculate an overall comparative result. Relevant criteria can include expected benefits, total cost of ownership, delivery timeline, strategic alignment, operational fit, vendor and implementation risk, maintainability, security, and organizational capability.

This method is particularly appropriate where the alternatives include outsourcing, internal development, and contracted development, because each approach has material trade-offs across cost, control, speed, risk, and long-term support. The resulting matrix provides an auditable rationale for the recommendation and supports an informed discussion with the SVP and other stakeholders. The analyst can also document assumptions, scoring sources, and sensitivity analysis in the business case, ensuring that the recommendation remains evidence-based while stakeholder preferences are appropriately considered. PMI describes business analysis as enabling organizations to define needs and recommend solutions that deliver value; see [PMI Business Analysis] and the [PMI Lexicon of Project Management Terms].

QUESTION NO: 21

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?

A. Change-driven approach

B. Analytical approach

C. Waterfall approach

D. Plan-driven approach

ANSWER: A

Explanation:

Change-driven approach is correct because an exploratory solution-seeking environment requires the team to learn, validate assumptions, and adjust direction as more is discovered about stakeholder needs and the proposed solution. In PMI business analysis practice, a change-driven (adaptive) approach is appropriate when requirements are not fully known at the outset, the solution may emerge iteratively, and frequent feedback is needed to determine what will deliver the greatest value. The business analyst supports this approach through ongoing elicitation, progressive elaboration of requirements, prioritization, and collaboration with stakeholders as findings evolve. Rather than attempting to define the complete solution before work starts, the team can test ideas, inspect results, and refine the backlog or requirements based on evidence. This directly supports the organization's stated preference for exploring alternatives to identify the solution that best fulfills the underlying business need. PMI describes agile and adaptive ways of working as emphasizing iterative delivery, feedback, and responsiveness to change; these principles provide the operating context for a change-driven business analysis approach. See PMI's Disciplined Agile resources and the PMI Guide to Business Analysis.

QUESTION NO: 22

Company A has set aside capital to invest in an upgrade to their scheduling system. Documentation of the current structure was presented to the business analyst. However, the description of certain steps is not documented clearly, and the business analyst has not been allowed to inspect the existing system. During elicitation, the business analyst asked questions of the schedulers as they performed functions in order to gain an understanding of the process.

Which type of elicitation technique did the business analyst use in this instance?

A. Active observation

B. Participatory observation

C. Interview

D. Simulation

ANSWER: A

Explanation:

Active observation is correct because the business analyst watches schedulers perform their normal work in their actual work context while asking clarifying questions about the activities being observed. This technique is especially valuable when existing process documentation is incomplete, ambiguous, or does not capture the practical details of how work is truly performed. By observing the schedulers' actions and asking questions in real time, the analyst can validate the documented current state, uncover tacit knowledge, clarify decision points and handoffs, and develop an accurate understanding of the end-to-end scheduling process despite not being granted direct access to the system. PMI business analysis guidance recognizes observation as a useful elicitation approach for understanding stakeholder work practices and operational processes; active observation includes interacting with the people being observed to confirm the analyst's interpretation. The focus here remains on observing work performance rather than having the analyst carry out the work. This direct, contextual learning supports more complete requirements analysis for the planned system upgrade. See PMI's PMI-PBA certification information and the Business Analysis for Practitioners: A Practice Guide.

QUESTION NO: 23

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. Context models

B. Work breakdown structure

C. Configuration management system

D. Traceability matrix

ANSWER: C

Explanation:

A configuration management system is the appropriate capability because it provides a disciplined, controlled way to identify product components and requirements baselines, evaluate and authorize proposed changes, retain records of decisions, and communicate change status throughout the project life cycle. For a large, complex initiative, these controls reduce the risk that teams build from obsolete, unapproved, or inconsistent requirement versions. The system supports configuration identification, change control, status accounting, and verification that the delivered product remains aligned with the approved configuration. In practical business analysis work, it establishes an auditable connection between an approved requirement, its subsequent revisions, the authorization for those revisions, and the implementation state. This directly meets the need to document each change and report its status while protecting conformance to the approved requirements baseline. PMI describes configuration management as a component of project management that establishes how product and project artifacts are identified, versioned, changed, and controlled. The PMI lexicon provides related standard terminology at PMI Lexicon of Project Management Terms. Further PMI guidance on applying business analysis practices across project work is available through PMI Business Analysis Standards.

QUESTION NO: 24

Company A has been awarded a contract to finalize the development of a product that Company B was not able to finish. The business analyst is given a copy of the documentation left by Company B.

To which of the following documents should the business analyst pay the most attention to ensure the project succeeds this time?

A. Application design documentation

B. Business use cases

C. Test case documentation

D. Clauses in the contract

ANSWER: B

Explanation:

Business use cases are the most important documentation for the business analyst to examine because they describe how users and business actors interact with the product to achieve meaningful business goals. When taking over an unfinished product, the immediate priority is confirming that the work remains aligned with the underlying business need, stakeholder expectations, intended users, and required outcomes. Use cases provide a practical, user-centered view of required capabilities and help the analyst identify incomplete, ambiguous, conflicting, or missing requirements before development proceeds further.

This review enables the analyst to re-engage stakeholders, validate the inherited requirements against the current business context, establish traceability from business needs to solution requirements, and support prioritization of the remaining work. It also gives the delivery team a shared basis for defining acceptance criteria and determining whether the completed product will deliver the intended value. PMI's business-analysis approach emphasizes eliciting, analyzing, tracing, monitoring, and validating requirements so that solutions address stakeholder needs and generate business value. Further information is available in PMI's PMI-PBA certification overview and its Business Analysis standards resources.

QUESTION NO: 25

Which of the following tools will help facilitate the decision-making process when stakeholders do not agree on the value of an initiative?

A. PEST analysis

B. Feasibility analysis

C. Gap analysis

ANSWER: B

Explanation:

Feasibility analysis is the appropriate tool because it provides a structured, evidence-based assessment of whether an initiative is practical and worthwhile before the organization commits resources. When stakeholders disagree about its value, the analysis establishes common evaluation criteria and examines relevant dimensions such as expected business benefits, costs, risks, technical feasibility, operational readiness, schedule constraints, and organizational capability. This replaces subjective or competing views of value with documented assumptions, measurable information, and an explicit assessment of the initiative's likelihood of success. The resulting feasibility findings can be used by stakeholders and decision makers to compare the anticipated benefits with the required investment and exposure to risk, supporting an informed decision to proceed, revise the proposal, defer it, or not pursue it. PMI's business analysis discipline emphasizes evaluating needs, recommending solutions that deliver value, and enabling sound stakeholder decisions throughout the project life cycle. See PMI's overview of the PMI Professional in Business Analysis credential at PMI-PBA certification and its business-analysis resources at PMI Business Analysis.

QUESTION NO: 26

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. Multivoting

B. Phased baselining

C. Comparative analysis

D. Storyboarding

ANSWER: B

Explanation:

Phased baselining is appropriate because it establishes approved requirements baselines incrementally, aligned to releases, phases, or other defined delivery horizons. For a risk management system subject to changing regulations, the team can baseline the requirements needed for the immediate phase while leaving later-phase requirements available for continued analysis, refinement, and regulatory updates. This gives stakeholders a stable, controlled foundation for near-term design, development, validation, and traceability without treating the complete future scope as permanently fixed.

As new government rules emerge, the business analyst and authorized stakeholders can assess their impacts and incorporate approved changes into a subsequent baseline. This supports disciplined change control while preserving the ability to respond to uncertainty. It also helps prioritize compliance-driven capabilities according to when they must be delivered, reducing the risk that the project spends significant effort specifying details that regulations may soon alter. PMI describes requirements management as including ongoing monitoring, management, and communication of requirements throughout the project or product life cycle; baselining provides the controlled reference point needed for that work. See PMI Business Analysis standards and PMI's PMBOK Guide resources.