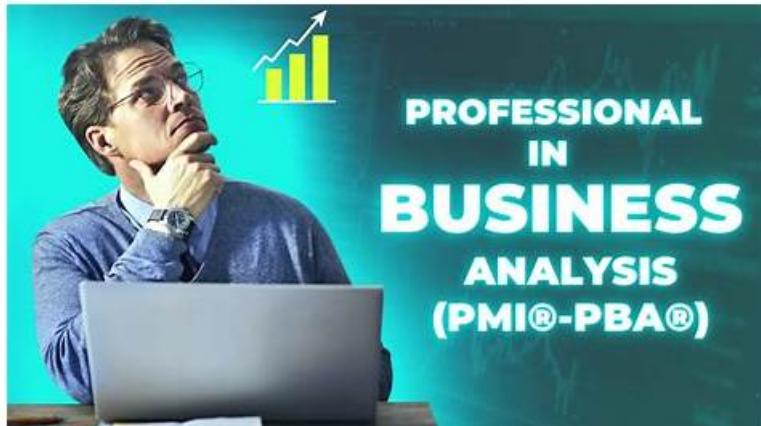


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## PMI Professional in Business Analysis (PMI-PBA) Sample Questions (Q134-Q139):

### NEW QUESTION # 134

When determining the value of a business case, which tool or technique should be used?

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

## Answer: C

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 opportunities<sup>12</sup>.

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 case<sup>13</sup>.

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 threats<sup>14</sup>.

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 alternatives<sup>15</sup>.

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

## NEW QUESTION # 135

A company is awarded a contract to design and build a custom product. The contract references a detailed technical specification. What is the best action to take to ensure the design meets customer requirements?

- A. Generate a design package for the product and ask the customer to verify that the design meets his or her technical needs.
- B. Conduct a one-on-one interview with each member of the technical team to ensure that they understand the customer's specification.
- C. Create a system requirements verification matrix to trace the design to the technical requirements and include verification methods.
- D. Develop a test plan to verify that the product meets the performance requirements in the technical specification.

## Answer: C

Explanation:

Explanation

The best action to take to ensure the design meets customer requirements is to create a system requirements verification matrix to trace the design to the technical requirements and include verification methods. A system requirements verification matrix is a document that maps the design elements to the system requirements, and specifies the methods and criteria for verifying that the design satisfies the requirements.

Verification methods can include inspection, analysis, demonstration, or testing. A system requirements verification matrix can help the business analyst and the project team to ensure the quality and completeness of the design, and to avoid any errors, gaps, or inconsistencies. : PMI Professional in Business Analysis (PMI-PBA)

Examination Content Outline<sup>1</sup>, page 20; Business Analysis for Practitioners: A Practice Guide<sup>2</sup>, page 100.

## NEW QUESTION # 136

A project affects the marketing unit and procurement unit. The project manager gives the business analyst an overview of the project for the first time.

What should the business analyst do immediately after the discussion?

- A. Assess the risks for the project.
- B. Put the information into a project plan.
- C. Schedule time with the process owners.

- D. Develop an issues log.

**Answer: C**

Explanation:

The first thing the business analyst should do immediately after the discussion with the project manager is to schedule time with the process owners. The process owners are the people or groups responsible for a specific business process or procedure that is affected by the project<sup>5</sup>. The business analyst needs to understand the current state of the processes, the pain points and opportunities, the requirements and expectations, and the impact of the project on the processes. By meeting with the process owners, the business analyst can establish a relationship, gather relevant information, and ensure alignment and collaboration. Putting the information into a project plan is premature, as the business analyst needs to conduct more analysis and planning before creating a project plan. Developing an issues log is not necessary, as there are no issues identified at this stage. Assessing the risks for the project is important, but it is not the immediate action, as the business analyst needs to understand the scope and objectives of the project first. References: PMI Professional in Business Analysis (PMI-PBA)Examination Content Outline<sup>2</sup>, PMI Guide to Business Analysis<sup>3</sup>, Business Analysis for Practitioners: A Practice Guide<sup>4</sup>, What is a Process Owner? Definition & Responsibilities

**NEW QUESTION # 137**

Which of the following actions will contribute most to the success of the initial stage of the project?

- A. Interview stakeholders to clearly define the problem
- B. Establish the change control process of the project.
- C. Define the acceptance criteria required during the acceptance phase.
- D. Document the requirements and obtain sign-off.

**Answer: A**

Explanation:

Explanation/Reference:

**NEW QUESTION # 138**

Through user acceptance testing, a software flaw was identified. What should the business analyst do next as part of the root cause analysis in order to analyze and resolve the discrepancy?

- A. Create a fishbone diagram
- B. Create an interface analysis.
- C. Create a Delphi estimation.
- D. Create a functional decomposition.

**Answer: A**

Explanation:

A fishbone diagram, also known as a cause-and-effect diagram or an Ishikawa diagram, is a tool that helps to identify and analyze the possible causes of a problem or an effect. It can help the business analyst to perform a root cause analysis in order to analyze and resolve the discrepancy identified through user acceptance testing. A fishbone diagram has a structure that resembles a fish skeleton, with a head, a spine, and several branches. The head represents the problem or the effect, the spine represents the main cause categories, and the branches represent the sub-causes or factors that contribute to the problem or the effect. By creating a fishbone diagram, the business analyst can brainstorm and organize the potential causes of the software flaw, and then investigate and verify the most likely root cause. A fishbone diagram can also help to communicate the findings and recommendations to the stakeholders and the development team. An interface analysis is a tool that helps to identify and describe the interactions and dependencies between different components or systems. It does not help to perform a root cause analysis in order to analyze and resolve the discrepancy identified through user acceptance testing, as it does not focus on the causes and effects of the problem. A Delphi estimation is a tool that helps to obtain a consensus among a group of experts on a complex or uncertain issue. It does not help to perform a root cause analysis in order to analyze and resolve the discrepancy identified through user acceptance testing, as it does not provide a systematic and structured way to identify and analyze the causes of the problem. A functional decomposition is a tool that helps to break down a complex system or process into smaller and simpler components or functions. It does not help to perform a root cause analysis in order to analyze and resolve the discrepancy identified through user acceptance testing, as it does not show the relationships and influences between the components or functions.

References: PMI Professional in Business Analysis (PMI-PBA)Examination Content Outline<sup>1</sup>, PMI Guide to Business Analysis<sup>2</sup>, Business Analysis for Practitioners: A Practice Guide<sup>3</sup>, Root Cause Analysis<sup>4</sup>:

## NEW QUESTION # 139

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