

# PMI-PBA Exam Silver – Free Sample Questions

## Questions

**1)** During requirements approval, a late request from a sales manager requires major updates to relationships and traceability. What is the most likely root cause of this situation?

- A) Requirements were validated instead of verified
- B) Requirements approval occurred before business analysis planning
- C) The stakeholder engagement approach was defined too early
- D) Not all relevant stakeholders were identified in the stakeholder register

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**2)** A business analyst identifies low sales performance and recommends reorganizing the sales team. Which tool is most appropriate to support this recommendation?

- A) Gap analysis
- B) Job analysis
- C) Facilitated workshop
- D) Process mapping

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**3)** When tailoring communication based on stakeholders' relationships to the solution, which tool is most useful?

- A) Affinity diagram
- B) Organization chart
- C) Persona analysis
- D) Onion diagram

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**4)** Why does a business analyst perform stakeholder analysis after creating a stakeholder register?

- A) To understand stakeholder characteristics and determine their interests and positions
- B) To define acceptance criteria
- C) To establish configuration management
- D) To validate solution scope

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**5) As a business analyst, when should stakeholder identification begin?**

- A) Once the project charter is issued
- B) After solution options are approved
- C) As early as possible when identifying the problem or opportunity
- D) After requirements elicitation is complete

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**6) How can unconfirmed elicitation results help with stakeholder identification?**

- A) They eliminate uncertainty from analysis
- B) They define acceptance criteria
- C) They may trigger follow-up discussions that reveal additional stakeholders
- D) They replace the need for stakeholder analysis

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**7) After completing a situation statement, receiving business case approval, and identifying stakeholders through group brainstorming, what should the business analyst do next?**

- A) Begin requirements elicitation
- B) Finalize stakeholder priorities
- C) Start solution evaluation
- D) Analyze the collected ideas into a usable form

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**8) Stakeholders are unclear about their assigned roles versus their desired roles during business analysis activities. What is the most effective way to clarify responsibilities?**

- A) Update the stakeholder register
- B) Apply gap analysis to stakeholder roles
- C) Use job analysis to gather more stakeholder data
- D) Use a RACI matrix to assign accountability and responsibility

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**9) Which enterprise environmental factor can most directly influence identification of product stakeholders?**

- A) Enterprise and business architectures
- B) Solution scope statement
- C) Requirements traceability matrix
- D) Political environment

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**10) Why should a business analyst perform stakeholder analysis for each individual stakeholder even when personas are used?**

- A) Stakeholders within the same group may use the solution differently
- B) To identify every stakeholder who might provide requirements
- C) Because stakeholders in the same group always have identical needs
- D) To prevent stakeholders from requesting changes later

# Answer Key & Explanations

## 1) D — Not all relevant stakeholders were identified in the stakeholder register

*Domain: Needs Assessment*

Explanation: Late requirement changes often result from missing stakeholders who introduce new needs after approval, leading to rework and traceability updates.

## 2) B — Job analysis

*Domain: Needs Assessment*

Explanation: Job analysis examines roles, responsibilities, and performance expectations, making it effective when restructuring teams to improve results.

## 3) D — Onion diagram

*Domain: Needs Assessment*

Explanation: Onion diagrams visualize stakeholder proximity and relationships to the solution, supporting tailored communication strategies.

## 4) A — To understand stakeholder characteristics and determine their interests and positions

*Domain: Needs Assessment*

Explanation: Stakeholder analysis builds on the register by assessing influence, interests, and attitudes toward the solution.

## 5) C — As early as possible when identifying the problem or opportunity

*Domain: Needs Assessment*

Explanation: Early stakeholder identification ensures key perspectives are included from the start of analysis.

## 6) C — They may trigger follow-up discussions that reveal additional stakeholders

*Domain: Needs Assessment*

Explanation: Unconfirmed results highlight gaps and uncertainties that often lead to discovering additional stakeholders.

## 7) D — Analyze the collected ideas into a usable form

*Domain: Needs Assessment*

Explanation: Brainstorming generates ideas, which must then be analyzed and structured before progressing to formal analysis activities.

## 8) D — Use a RACI matrix to assign accountability and responsibility

*Domain: Needs Assessment*

Explanation: RACI matrices clearly define who is responsible, accountable, consulted, and informed for each activity.

## 9) A — Enterprise and business architectures

*Domain: Needs Assessment*

Explanation: Architectural models describe organizational structures and roles, supporting stakeholder identification.

**10) A — Stakeholders within the same group may use the solution differently**

*Domain: Needs Assessment*

Explanation: Individual stakeholder analysis captures differences in usage, expectations, and interaction with the solution.