

IIBA

Exam Questions CBAP

Cetified business analysis professional (CBAP) appliaction



NEW QUESTION 1

- (Topic 1)

What plan includes the description of the scope of work, the deliverable Work Breakdown Structure, the activity list, and estimates for the business analysis activities?

- A. Project management plan
- B. Implementation plan
- C. Requirements management plan
- D. Business analysis plan

Answer: D

NEW QUESTION 2

- (Topic 1)

What is the term used to describe the cost of the solution after the solution has been implemented in production by a vendor?

- A. Total ownership costing
- B. Lifecycle maintenance fees
- C. Sustainability fees
- D. Total cost of ownership

Answer: D

NEW QUESTION 3

- (Topic 1)

Enterprise analysis creates just five outputs. Which one of the following is an output of the enterprise analysis tasks?

- A. Assumptions and constraints
- B. Stakeholder concerns
- C. Solution performance assessment
- D. Solution approach

Answer: D

NEW QUESTION 4

- (Topic 1)

You are the business analyst for your organization and are working with Virginia on the allocation of requirements for a new solution. You have assigned Virginia the task of breaking down the solution scope into smaller components for allocation. What technique have you asked Virginia to complete in this scenario?

- A. Decision analysis
- B. Business rules analysis
- C. Process modeling
- D. Functional decomposition

Answer: D

NEW QUESTION 5

- (Topic 1)

What technique used during the manage business analysis performance process can help identify the underlying causes of failures or difficulties in accomplishing business analysis work?

- A. Problem tracking
- B. Pareto charts
- C. Trend analysis
- D. Root cause analysis

Answer: D

NEW QUESTION 6

- (Topic 1)

You are the business analyst for your organization and you are completing the verify requirements process. There are eight characteristics each requirements should have: cohesive, complete, consistent, correct, and feasible. Which one of the following four is not a characteristic of a requirement?

- A. Functional
- B. Modifiable
- C. Unambiguous
- D. Testable

Answer: A

NEW QUESTION 7

- (Topic 1)

You are the business analyst for your organization. You are preparing the business needs documentation for a new solution to an identified problem. Parts of your input for this process are the business goals and objectives set by your organization. What approach can you use to assess the business goal and their validity and longevity?

- A. Functional decomposition
- B. POLDAT
- C. SMART
- D. Root cause analysis

Answer: C

NEW QUESTION 8

- (Topic 1)

You have identified a task in your task list that cannot be completed until the inspector for the project signs off on the initial deliverables. The inspector's signoff on the initial deliverables is called what?

- A. Assumption
- B. Dependency
- C. Milestone
- D. Constraint

Answer: B

NEW QUESTION 9

- (Topic 1)

Management has asked you, a business analyst for your organization, to create the solution scope for an identified problem. In order to complete this task you'll need three elements. All of the following are elements you'll need in order to write the solution scope except for which one?

- A. Work breakdown structure
- B. Implementation approach
- C. Solution scope definition
- D. Dependencies

Answer: A

NEW QUESTION 10

- (Topic 1)

You are creating the solution scope for an identified problem in your organization. You are working with several stakeholders during this process including the domain subject matter expert, the implementation subject matter expert, the project manager, and the sponsor. Which of these stakeholders will be responsible for writing the project scope?

- A. Domain subject matter expert
- B. Business analyst
- C. Project manager
- D. Sponsor

Answer: C

NEW QUESTION 10

- (Topic 1)

Paul is the business analyst for his organization. He is examining a single solution to determine if the solution he and his team have identified carries enough business value to justify its implementation. What business analysis process is Paul performing in this scenario?

- A. Assess organizational readiness
- B. Define transition requirements
- C. Allocate requirements
- D. Assess proposed solution

Answer: D

NEW QUESTION 11

- (Topic 1)

You are preparing a business case for your organization to determine the justification of the costs of the solution in relation to benefits the solutions will bring the organization. You need four inputs to complete this process. Which one of the following is not an input that will help you write the business case?

- A. Feasibility study
- B. Stakeholder concerns
- C. Assumptions and constraints
- D. Business need

Answer: A

NEW QUESTION 13

- (Topic 1)

Paul has been asked to complete SWOT analysis for his solution scope. What does SWOT analysis mean?

- A. Strengths, Weaknesses, Opportunities, Time
- B. Stakeholder Weaknesses, Organizational Threats
- C. Stakeholders Weaknesses, Organization, Threats
- D. Strengths, Weaknesses, Opportunities, Threats

Answer: D

NEW QUESTION 17

- (Topic 1)

Nancy has asked you to trace a particular requirement for her. What does 'to trace a requirement' mean? A. Tracing a requirement means to look at a requirement and the others to which it is related. It links risk, cost, quality, and scope elements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

- A. Tracing a requirement means to look at a requirement and the others to which it is relate
- B. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution component
- C. Tracing a requirement means to look at a requirement and the others to which it is relate
- D. It links business requirements to components in the project's work breakdown structur
- E. Tracing a requirement means to track a requirements from its first identification all the way to its completion to see what issues, risks, costs, quality, and defects have surrounded the requirement

Answer: B

NEW QUESTION 19

- (Topic 1)

You are the business analyst for your organization and are beginning the requirements analysis processes. Which one of the following statements best describes the requirements analysis processes?

- A. It ensures that analysis and implementation efforts focus on the most critical requirements .
- B. It covers the definition of stakeholder requirements, which describe what a solution must be capable of doin
- C. It defines all of the work, and only the required work, to complete the project objective
- D. It is conformity to requirements and a fitness for us

Answer: B

NEW QUESTION 20

- (Topic 1)

What type of a business analysis approach focuses on the rapid delivery of business value in short iterations?

- A. Risk-driven
- B. Change-driven
- C. Risk-laden
- D. Profit-driven

Answer: B

NEW QUESTION 22

- (Topic 1)

You are the business analyst for the YGT Organization. You have just completed a capabilities gap assessment and have determined that your organization does not have the necessary resources and technology to seize a business opportunity. What is the most likely course of action for the organization?

- A. Hire additional resource
- B. Launch a new projec
- C. Hire contractors to complete the project wor
- D. Move onto the next opportunit

Answer: B

NEW QUESTION 24

- (Topic 1)

You are working with Terry on the conduct stakeholder analysis task as part of the business analysis duties in your company. Terry wants to know why it's so important to identify stakeholders so early in the business analysis duties. Which one of the following statements best addresses the need to identify the stakeholders early on in the business analysis duties?

- A. It's important to identify the stakeholders so the business analyst knows who to report t
- B. It's important to identify the stakeholders so the business analyst knows who to bill for the projec
- C. It's important to identify the stakeholder so the business analyst can help ensure the timely delivery of the requirements deliverable
- D. It's important to identify the stakeholders so the stakeholders know who the business analyst i

Answer: C

NEW QUESTION 28

- (Topic 1)

You are the business analyst for your organization and are in the process of creating the solution approach for a technology problem. Which one of the following definitions best describes the solution approach?

- A. It is the documentation and control of changes to the product scope as approved by the project stakeholder
- B. Defines the general approach that will be taken to create or acquire new capabilities required to meet the business nee
- C. It is an uncertain event or condition that may have a positive or negative impact on the abilities of the chartered projec
- D. Decomposes the project scope into smaller deliverables; each deliverable is subdivided repeatedly until the deliverable cannot or should not be broken down any furthe

Answer: B

NEW QUESTION 29

- (Topic 1)

Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as a useful starting point for identifying actors and roles?

- A. Scope modeling
- B. Requirements workshops
- C. Scenario and uses cases and user stories
- D. Interviews

Answer: C

NEW QUESTION 31

- (Topic 1)

Ned is the business analyst for the NHQ Company. He is working with Stan on completing therequirements prioritization of all the identified requirements. Why would Stan and Ned complete requirements prioritization?

- A. To determine which requirements should be completed first
- B. To determine which requirements should not be completed at all
- C. To determine which requirements carry the most risk
- D. To determine who created what requirement based on their position in the organization

Answer: A

NEW QUESTION 36

- (Topic 2)

The business analysis approach generally defines all of the following attributes except for which one?

- A. Deliverables
- B. Requirements for solutions acceptance
- C. Analysis technique
- D. Team roles

Answer: B

NEW QUESTION 40

- (Topic 2)

It's often impossible or difficult to prove that the implementation of a solution will change the current state of an organization to the desired future state. The business analyst must document the characteristics and risk of the implementation of a solution in case the belief that the solution will achieve the desired results will prove invalid. What is the belief that the solution will create the desired effect for the organization called?

- A. Project
- B. Risk
- C. Assumption
- D. Model

Answer: C

NEW QUESTION 41

- (Topic 2)

Mary is the business analyst for your organization. She asks you what the purpose of the assess capability gaps task is. Which of the following is the best response to give Mary?

- A. It identifies new capabilities required by the organization to meet the business nee
- B. It identifies the causal factors that are contributing to an effect the solution will solv
- C. It describes the ends that the organization wants to improv
- D. It identifies the skill gaps in the existing resource

Answer: A

NEW QUESTION 43

- (Topic 2)

You are preparing the business case for a proposed solution in your organization. You need to identify several components for the business case including an assessment of the risks the solution may contain. Which one of the following is the best definition of a risk as it pertains to the business case?

- A. Risk is an uncertain event or condition that may have both positive and negative affects on the solutio
- B. Risk is an uncertain event that can cause the organization to lose more monies than it invests in the solutio
- C. Risk is a potential event that can cause the solution to fai
- D. Risks are threats to the organization's succes

Answer: A

NEW QUESTION 46

- (Topic 2)

There are just three inputs to the assess proposed solution process. Which of the following is NOT one of the inputs for the assess proposed solution process?

- A. Requirements

- B. Decision analysis
- C. Assumptions and constraints
- D. Solution options

Answer: B

NEW QUESTION 50

- (Topic 2)

Marcy is the business analyst for her organization. She is completing the business analysis task of defining the business needs. She has the business goals and objectives and the requirements stated documentation. What must she confirm about the requirements stated documentation before defining the business need based on her analysis?

- A. The requirements must reflect actual business requirements, not a description of the solution
- B. The requirements must contain no or little risk
- C. The requirements must reflect proposed solutions as part of alternative identificatio
- D. The requirements must be compatible with the refinement of the business goals and object ive

Answer: A

NEW QUESTION 52

- (Topic 2)

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project. How many channels exist in this project based on the number of stakeholders?

- A. 2080
- B. 4160
- C. 65
- D. 4225

Answer: A

NEW QUESTION 56

- (Topic 2)

You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

- A. Procurement needs
- B. Roles and responsibilities
- C. Unique number
- D. Risk level

Answer: C

NEW QUESTION 58

- (Topic 2)

You are the business analyst for your organization. You are currently writing the business goals and objectives as part of the elements for the define business process. Which one of the following statements best describes the business goals and objectives element?

- A. They describe the processes the solution will need to improve for the project to be successf u
- B. They describe all of the positive benefits in ratio to the risk and costs of the projec
- C. They describe all of the required work the project will need to complete in order to reach its objective
- D. They describe the ends that the organization is seeking to achiev

Answer: D

NEW QUESTION 63

- (Topic 2)

What business analysis plan defines the process to be followed in managing the solution scope and requirements?

- A. Requirements management plan
- B. Scope management plan
- C. Change management plan
- D. Project management plan

Answer: A

NEW QUESTION 64

- (Topic 2)

You are the business analyst for a solution that has 435 stakeholders. How many communication channels exist in this project?

- A. 188,790
- B. 189,225
- C. 94,395
- D. 435

Answer: C

NEW QUESTION 66

- (Topic 2)

What is the purpose of the business case?

- A. The business case helps the organization determine if they can justify the investment for the solution
- B. The business case helps the organization determine the duration and cost of the solution
- C. The business case helps the organization determine the cost of the solution
- D. The business case helps the organization determine if the solution is feasible

Answer: A

NEW QUESTION 68

- (Topic 2)

You are the business analyst for your organization. As part of the requirements prioritization you have given each key stakeholder \$10,000 in play money to distribute among the identified requirements. Each stakeholder can assign their play money to any of the requirements, but the requirements will be prioritized based on the value of the play money assigned to each requirement. What type of requirements prioritization is happening in this scenario?

- A. Resource leveling
- B. Confirmation management
- C. Utility function
- D. Voting

Answer: D

NEW QUESTION 71

- (Topic 2)

Gina has been asked to provide decision analysis for her solution scope. Which one of the following best describes the decision analysis technique?

- A. Assessed to support benefit management, measurement, and reporting
- B. Used to assess potential risks that may impact the solution and the cost and benefits associated with it
- C. Forecasts the size of the investment required to deploy and operate the proposed solution
- D. Cost-benefit analysis compares the cost of implementing a solution against the benefits gained
- E. Financial analysis includes the use of financial models that estimate the market value of an organizational asset

Answer: D

NEW QUESTION 76

- (Topic 2)

What type of requirements elicitation technique is the Delphi Technique?

- A. Survey
- B. Workshop
- C. Round table
- D. Prototyping

Answer: A

NEW QUESTION 78

- (Topic 2)

You are the business analyst for your organization and need a method to requirements elicitation from nearly 12,000 stakeholders. You want a method to quickly capture this group's feelings and thoughts to identify what the majority of this group needs and wants in a new solution your organization may create. What requirements elicitation technique can be used in this scenario?

- A. Interviews
- B. Trend analysis
- C. Focus groups
- D. Surveys

Answer: D

NEW QUESTION 79

- (Topic 2)

Your organization needs to adapt to the change economy, new technologies, and an increase in competition in order to survive. They've asked you to complete a business analysis approach that will help them change their organizational policies in order to achieve their goals and objectives. What business analysis technique has this organization asked you to complete?

- A. Focus groups
- B. Business rules analysis
- C. Brainstorming
- D. Root cause analysis

Answer: B

NEW QUESTION 81

- (Topic 2)

Martha is observing Gary complete several activities as part of her requirements elicitation process. Martha is simply observing the steps Gary takes to complete his work and she is taking notes. In this instance Martha does not ask Gary any questions. What type of observation technique is Martha completing?

- A. Shadowing
- B. Active
- C. Passive
- D. Usage consideration

Answer: C

NEW QUESTION 84

- (Topic 3)

Which one of the following diagrams visualize the result of the root cause analysis study?

- A. Activity diagrams
- B. State diagrams
- C. Tornado diagrams
- D. Cause-and effect diagrams

Answer: D

NEW QUESTION 85

- (Topic 3)

Which of the following processes includes tasks and roles, risk categories, schedules for risk management activities, definitions of probability and impact, and the stakeholders' tolerances?

- A. Risk management plan
- B. Risk register
- C. Risk analysis
- D. Risk response plan

Answer: A

NEW QUESTION 86

- (Topic 3)

Which of the following techniques is used to test customer acceptance of the solution and to measure marketplace demand?

- A. Interviews
- B. Market Survey
- C. Technology Assessment
- D. Prototyping

Answer: B

NEW QUESTION 87

- (Topic 3)

Which of the following is the process of developing a document that formally authorizes a project or a phase? A. Define Scope

- A. Develop Schedule
- B. Develop Project Charter
- C. Create Work Breakdown Structure

Answer: C

NEW QUESTION 89

- (Topic 3)

Which of the following is a narrative description of the work required for the project?

- A. Contract work breakdown structure (CWBS)
- B. Work breakdown structure (WBS)
- C. Contract statement of work (CSOW)
- D. Statement of work (SOW)

Answer: D

NEW QUESTION 91

- (Topic 3)

Which of the following roles approves the project scope statement, phase gate reviews, solution validations, scope changes, and project success criteria?

- A. Project manager
- B. Subject matter expert
- C. Solution owner
- D. Stakeholder

Answer: C

NEW QUESTION 95

- (Topic 3)

The ____, an output of the define scope process, does document the process and criteria for accepting completed products.

- A. Statement of Work
- B. Contract
- C. Project scope statement
- D. Project management plan

Answer: C

NEW QUESTION 99

- (Topic 3)

Holly is the business analyst for her organization. Management has asked Holly to create a document that will define solution alternatives and how each identified solution may provide an expected business benefit to meet the identified business need. Management has asked Holly to provide data and statistics in this document to support her claims and findings. What type of document is management asking Holly to create?

- A. Vision statement
- B. Project scope statement
- C. Feasibility study
- D. Current state assessment

Answer: C

NEW QUESTION 104

- (Topic 3)

Which of the following compares two or more systems, states, services, products, or things to determine the best viable choice?

- A. Benchmarking
- B. Risk Identification
- C. Risk analysis
- D. Cost-benefit analysis

Answer: A

NEW QUESTION 106

- (Topic 3)

Which of the following tasks cannot start until other tasks are completed?

- A. Analysis task
- B. Dependent task
- C. Predecessor task
- D. Independent task

Answer: B

NEW QUESTION 108

- (Topic 3)

Which of the following documents is described in the statement below?

"It is a type of procurement document used to request proposals from prospective sellers of products or services."

- A. Request for quote
- B. Request for information
- C. Request for bid
- D. Request for proposal

Answer: D

NEW QUESTION 111

- (Topic 3)

Which of the following meeting brings all of the potential vendors together to discuss the statement of work and the request for proposal?

- A. Contract bidding meeting
- B. Status meeting
- C. Qualified vendors meeting
- D. Bidders conference

Answer: D

NEW QUESTION 113

- (Topic 3)

Which of the following displays the relative importance of the defects?

- A. Pareto diagram
- B. User Documentation
- C. Gantt chart
- D. Flowchart

Answer: A

NEW QUESTION 115

- (Topic 3)

Which of the following defines how the project scope should be created, executed, monitored and controlled, and then validated?

- A. Scope variance plan
- B. Scope management plan
- C. Staffing management plan
- D. Schedule management plan

Answer: B

NEW QUESTION 118

- (Topic 3)

Which of the following reports is generated whenever the project is slipping off the project schedule and includes an explanation of the problem?

- A. Status report
- B. Schedule variance report
- C. Delay report
- D. Cost variance report

Answer: B

NEW QUESTION 123

- (Topic 3)

What portion of the communications model could be defined as the translator?

- A. Receiver
- B. Medium
- C. Translator
- D. Sender

Answer: B

NEW QUESTION 126

- (Topic 3)

Which of the following terms is used to describe a major deliverable or key even in the project used to measure project progress?

- A. Project life cycle
- B. Phase
- C. Achievement
- D. Milestone

Answer: D

NEW QUESTION 127

- (Topic 3)

Which one of the following diagrams when properly laid out is always laid in a left to right display to properly reflect the chronology of all project work?

- A. Influence diagram
- B. Project schedule network diagram
- C. Arrow diagramming method
- D. Time-scaled schedule network diagram

Answer: B

NEW QUESTION 132

- (Topic 3)

Which of the following techniques involves determining and documenting the variance between business requirements and current capabilities?

- A. Risk analysis
- B. Schedule analysis
- C. GAP analysis
- D. Cost benefit analysis

Answer: C

NEW QUESTION 137

- (Topic 3)

_____ is a process to determine the completeness of the project work and to gain the customer's acceptance to move the project forward.

- A. Phase gate review
- B. Inspection of key results
- C. Verify scope

D. Quality control

Answer: C

NEW QUESTION 142

- (Topic 3)

Which of the following is a process of adding labor to a project to reduce the project duration?

- A. Forming
- B. Storming
- C. Rolling wave planning
- D. Crashing

Answer: D

NEW QUESTION 144

- (Topic 3)

In risk analysis, which of the following can be identified as a consequence of a disaster?

- A. Loss of operating capability
- B. Loss of goodwill
- C. Loss of competitive edge
- D. Loss of stockholder confidence

Answer: A

NEW QUESTION 145

- (Topic 3)

Which of the following is a conversation between one or more speakers centering on one specific topic?

- A. Feedback loop
- B. Presentation
- C. Survey
- D. Formal requirements review

Answer: A

NEW QUESTION 148

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