

IIBA

Exam Questions CBAP

Cetified business analysis professional (CBAP) appliacion



NEW QUESTION 1

- (Topic 1)

You are coaching Marcy, a new business analyst for your organization, on business analysis processes. Marcy is concerned about the define solution scope process, especially the implementation approach element. Which of the following statements best defines the implementation approach element for Marcy?

- A. The implementation approach is described in terms of the major features and functions that are to be included
- B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solution
- C. The implementation approach describes the new capabilities required to meet the business need
- D. The implementation approach describes how the chosen solution approach will deliver the solution scope

Answer: D

NEW QUESTION 2

- (Topic 1)

Wanda is the business analyst for her organization and she is currently working on the specify and model requirements process. One of the elements of this process is the documentation of the textual requirements. Wanda must describe the capabilities of the solution, any conditions that must exist for the requirements to operate, and what third component of the textual requirement?

- A. Any constraints that may prevent the solution from fulfilling the requirement
- B. Write in the active voice
- C. Describe a situation or problem
- D. Express only one requirement at a time

Answer: A

NEW QUESTION 3

- (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 4

- (Topic 1)

Your organization is using a plan-driven approach to business analysis. What characteristic must be true of changes in the approach that your organization is using?

- A. All the changes only occur if they are less than an agreed factor, such as ten percent of the solution's overall cost or a percentage of the project's schedule
- B. All the changes only occur if they are less than ten percent of the solution's overall cost
- C. All the changes only occur if they are genuinely necessary
- D. Changes are generally not permitted in the plan-driven approach to business analysis

Answer: C

NEW QUESTION 5

- (Topic 1)

You are the business analyst for your organization and are creating the solution scope definition. Which of the following should be included in the solution scope definition?

- A. Business case
- B. Technical dependencies
- C. Elicitation techniques
- D. Organization readiness assessment

Answer: B

NEW QUESTION 6

- (Topic 1)

What does the T in SWOT analysis mean?

- A. Trial
- B. Threats
- C. Test
- D. Time

Answer: B

NEW QUESTION 7

- (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 8

- (Topic 1)

Ben is the business analyst for his organization. Ben is currently working on a solution to improve a laser printer. He has taken the laser printer apart, identified each component, and documented each component's purpose. What type of requirements organization is Ben doing in this scenario?

- A. Process modeling
- B. Data modeling
- C. Functional decomposition
- D. Scope modeling

Answer: C

NEW QUESTION 9

- (Topic 1)

You are the business analyst for your organization. You are coaching Tom about the different approaches to business analysis. Which type of business analysis approach has the most business analysis work at the beginning of the project or during the start of a project phase?

- A. Change-driven approach
- B. Value-driven approach
- C. Plan-driven approach
- D. Requirements-driven approach

Answer: C

NEW QUESTION 10

- (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 10

- (Topic 1)

Sally is the business analyst for her organization. Sally and her business analysis team is currently using a business analysis approach to determine what the competition of her organization is offering prospective clients. She is trying to identify solutions to increase revenue by remaining competitive with the competition. What business analysis approach is Sally and her business analysis team using?

- A. Business rules analysis
- B. Functional decomposition
- C. Focus groups
- D. Benchmarking

Answer: D

NEW QUESTION 13

- (Topic 1)

One of the processes within requirements analysis is to prioritize requirements. As a business analyst why would you ever want to prioritize requirements?

- A. You may need to determine the cost of each requirement
- B. You may need to determine the schedule for each requirement
- C. You may need to determine which requirements are most critical so the analysis and implementation efforts focus on the most critical requirement
- D. You may need to determine which requirements are most critical so additional risk analysis can be completed on those requirement

Answer: C

NEW QUESTION 15

- (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 17

- (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 20

- (Topic 1)

You are the business analyst for your organization. Management has asked that you create a method to store the project requirements including those under development, under review, and the requirements which have been approved. What is management asking you to create?

- A. A change management system
- B. A repository
- C. A project scope statement
- D. A requirements register

Answer: B

NEW QUESTION 25

- (Topic 1)

You are the business analyst for a smaller project where there are few requirements. Management would still like you to create a method to trace the few requirements for this project. What type of matrix would be best in this instance?

- A. Roles and responsibility matrix
- B. RACI matrix
- C. Coverage matrix
- D. Requirements trace matrix

Answer: C

NEW QUESTION 28

- (Topic 1)

You are the business analyst for the NGQ Company. Management is concerned that their company is not able to meet an identified business need with their current existing structure, people, processes and technology. They've asked you to complete an analysis of their organization's ability to meet the identified business need. What business analysis process are you completing for your organization?

- A. Determining the solution approach
- B. Assessing the capability gaps
- C. Requirements elicitation
- D. Verifying the requirements

Answer: B

NEW QUESTION 33

- (Topic 1)

You are the business analyst for your organization. Gary and Janet, two key stakeholders in the project, are in disagreement over a requirement for the type of software to be installed on the server your solution calls for. What must happen in this instance before formal approval can be offered?

- A. The conflict will need to be resolved through research, resolution, or through a third-party mediation.
- B. Gary and Janet will need to determine who has seniority in the company to determine which requirement takes precedence.
- C. The conflict will need to be removed from the solution scope until Gary and Janet come to a solution.
- D. The business analyst will need to make a decision on which requirement is most appropriate.

Answer: A

NEW QUESTION 34

- (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 36

- (Topic 1)

Which one of the following is an example of a non-negotiable demand by a stakeholder during the requirements prioritization session?

- A. All requirements are ranked as high
- B. Communication
- C. All requirements are prioritized by cost-benefits ratio
- D. Cost

Answer: A

NEW QUESTION 39

- (Topic 1)

What element of the plan business analysis process affects the business analysis duties that need to be performed?

- A. The experience of the business analyst
- B. The experience of the project manager
- C. The expected completion date of the business analysis duties
- D. The type of project or initiative

Answer: D

NEW QUESTION 43

- (Topic 1)

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

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

Answer: A

NEW QUESTION 45

- (Topic 1)

You are the business analyst for your organization. You are currently working with Steve on the organize requirements process. You and Steve have elected to use the user stories approach for this process. What is the user stories approach for requirements organization?

- A. Stakeholders' experiences equate to the stakeholder requirement
- B. Stakeholders are interviewed and their experiences are recorded to help identify the requirement
- C. Stakeholders' objectives are described to identify the requirements that the solution will need to support
- D. Stakeholders are interviewed and their stories are recorded as part of the requirement

Answer: C

NEW QUESTION 48

- (Topic 1)

You are hosting a collection of stakeholders from across the organization to identify the ideas and attitudes about your company's help desk. You want the stakeholders to honestly share their opinions about the help desk service so you can identify problems, solutions, and take actions to improve the service. What type of requirements elicitation activity is this?

- A. Stakeholder analysis
- B. Focus groups
- C. Workshop
- D. Root cause analysis

Answer: B

NEW QUESTION 52

- (Topic 1)

You are the business analyst for your organization. Management has asked that in the business case you're creating that you also include the projected costs and benefits to be realized and how those and benefits will be assessed and evaluated. What term matches management's request?

- A. Cost-benefits justification
- B. Risk assessment
- C. SWOT analysis
- D. Results measurements

Answer: D

NEW QUESTION 54

- (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 related

- 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 58

- (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 63

- (Topic 1)

Gary is the business analyst for his organization and he is preparing a presentation about the requirements for a large software development project. Before Gary makes the presentation what should he do as part of his preparation for the presentation? A. Determine an appropriate format for the presentation.

- A. Confirm that he has the authority to host the presentatio
- B. Confirm that the stakeholders have signed off on the requirement
- C. Hire a scribe to keep the minutes of the meetin

Answer: A

NEW QUESTION 64

- (Topic 1)

You are the business analyst for your organization and working with Tim to identify the assumptions within the business solution. Which one of the following is an assumption?

- A. The vendor believes the hardware should arrive by December 1
- B. The software must be compatible with Windows Vista
- C. The software must cost less than \$99 per license
- D. The hardware must costs less than \$450 per uni

Answer: A

NEW QUESTION 67

- (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 69

- (Topic 1)

When an organization is using a change-driven approach to business analysis, how are communications managed?

- A. Communications in a change-driven approach to business analysis focus more on the frequency of communicatio
- B. Communications in a change-driven approach typically use face-to-face channel
- C. Communications in a change-driven approach focus more on formal communication
- D. Communications in a change-driven approach are all ad ho

Answer: A

NEW QUESTION 74

- (Topic 1)

You are the business analyst for your organization and are coaching Roberta on how business analysis works. Roberta is confused about what a business analysis methodology is during the business analysis planning and monitoring phase of the business analysis duties. What is a methodology?

- A. A methodology is a formalized and repeatable business analysis approac
- B. A methodology is a short term endeavor to create a unique product or servic
- C. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domai
- D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirement

Answer: A

NEW QUESTION 78

- (Topic 1)

You are the business analyst for your organization and are working on prioritizing the project requirements. Management has asked you to prioritize the requirements based on the cost-benefit analysis for the requirements' value to the organization. What basis for prioritization are you using in this instance?

- A. Business value
- B. Stakeholder agreement
- C. Likelihood of success
- D. Urgency

Answer: A

NEW QUESTION 82

- (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 85

- (Topic 1)

You are the business analyst for a large project in your organization. While your company prefers face-to-face communications there are many stakeholders located in different geographical locations. How can you still effectively serve as a business analyst when the stakeholders are not collocated?

- A. You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties
- B. You will need to implement videoconference
- C. Add more business analysts in each of the geographical locations
- D. You will need the stakeholders to periodically gather in one location

Answer: B

NEW QUESTION 87

- (Topic 1)

Rachel is writing the business case for her organization. As she's completing this process Rachel is concerned that she's including all the correct information for management. Which one of the following should Rachel not include in her business case?

- A. Time to break even
- B. Opportunities to prioritize requirements
- C. Follow-on opportunities
- D. Qualitative and quantitative benefits

Answer: B

NEW QUESTION 88

- (Topic 1)

Ned is the business analyst for the NHQ Company. He is working with Stan on completing the requirements 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 92

- (Topic 2)

As part of the requirements analysis a business analyst can use the same tools and techniques to model the current state of an organization. All of the following are valid reasons why would a business analyst want to create a current state domain model except for which one?

- A. The current state model can help identify opportunities for improvement
- B. The current state model can help validate the solution scope with business and technical stakeholders
- C. The current state model can help the business analyst create Pareto charts for process improvement
- D. The current state model can help assist stakeholders in understanding the current state

Answer: C

NEW QUESTION 96

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

Answer: A

NEW QUESTION 100

- (Topic 2)

You are the business analyst for your organization and preparing to complete the requirements elicitation activities. Your manager wants to know when the requirements elicitation process will be completed. Which of the following responses best describes the nature of the requirements elicitation process?

- A. The schedule of the project determines the duration of the requirements elicitation process .
- B. The duration of the requirements elicitation activities is determined by the willingness of the project stakeholders to contribute to the requirements informatio
- C. The size of the project determines the duration of the requirements elicitation proces
- D. Eliciting requirements is not a compartmentalized activit

Answer: D

NEW QUESTION 104

- (Topic 2)

You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing.

What technique can you use to track problems with the requirements?

- A. Problem tracking
- B. Issue tracking
- C. RTM
- D. Baselining

Answer: A

NEW QUESTION 107

- (Topic 2)

Which of the following is the best definition of the business rules analysis?

- A. To define the people that govern decisions in and organization and that define, constrain, or enable organizational policie
- B. To define the job functions, roles and responsibilities, and the designation of power among the project stakeholder
- C. To define the rules that govern decisions in and organization and that define, constrain, or enable organizational policie
- D. To define the historical information that is available for the business analyst to rely on for his researc

Answer: C

NEW QUESTION 111

- (Topic 2)

Management would like you to front-load the requirements with the most risk requirements. Why would management prefer the risky requirements first in the prioritization?

- A. So if the risk comes true the project will fail will little investment in the wor
- B. So if the risk comes true then the project manager can mitigate the risk even
- C. So if the risk comes true they'll receive the reward as soon as possibl
- D. So if the risk comes true then there's ample time to correct the proble

Answer: A

NEW QUESTION 116

- (Topic 2)

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

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

Answer: B

NEW QUESTION 118

- (Topic 2)

What does the T in SWOT analysis mean?

- A. Trial
- B. Time
- C. Test
- D. Threats

Answer: D

NEW QUESTION 120

- (Topic 2)

You are the business analyst for your organization and are coaching Roberta on how business analysis works. Roberta is confused about what a business analysis methodology is during the business analysis planning and monitoring phase of the business analysis duties. What is a methodology?

- A. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domain
- B. A methodology is a short term endeavor to create a unique product or service
- C. A methodology is a formalized and repeatable business analysis approach
- D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements

Answer: C

NEW QUESTION 121

- (Topic 2)

Which of the following statements best describes the purpose of the confirm elicitation results process?

- A. Validate that the stated requirements expressed by the stakeholders match the solution the organization has proposed
- B. Validate that the stated requirements expressed by the stakeholders match the stakeholders' understanding of the problem and the stakeholders' need
- C. Validate that the stated requirements expressed by the stakeholders match the documented requirements of the project sponsor
- D. Validate that the stated requirements expressed by the stakeholders match the project scope

Answer: B

NEW QUESTION 126

- (Topic 2)

You are the business analyst for your organization. You have identified the costs and level of effort needed for each of the solution components. Management has asked that you also assess the most effective tradeoffs between delivery options. You consider the available resources and the constraints on the solution to determine if an additional investment is justified to realize a higher value for the solution. What other consideration could you include in your assessment of the solution?

- A. Historical information
- B. Dependencies between requirements
- C. Experience of the implementation team
- D. Enterprise environmental factors

Answer: B

NEW QUESTION 129

- (Topic 2)

You are the business analyst for your organization and are leading a presentation about an unidentified problem. This presentation will help the stakeholders to understand the problem and it will help you when you begin to elicit requirements from the stakeholders. Which type of learner learns best through the presentation of models?

- A. Visual learners
- B. Auditory learners
- C. Kinesthetic learners
- D. Communication model learners

Answer: A

NEW QUESTION 132

- (Topic 2)

Mark is the business analyst for his organization. He is working with the solution development team and he believes that the team does not want to implement a certain portion of the requirements. The team is expressing the difficulty of the requirements and how it will be extremely challenging to complete. When Mark asks about a similar project that the team completed, they insist that this is a different type of requirements though Mark believes that it is not. What is the solution development team appearing to do to the requirements?

- A. Change the prioritization of the requirements based on the past project
- B. Change the prioritization of the requirements based on overstated complexity of the project work
- C. Get the requirements removed from the project scope
- D. Have the business analyst report the difficulty of the project work to the project customer

Answer: B

NEW QUESTION 135

- (Topic 2)

Enterprise analysis provides many things for an organization. All of the following are tasks included in enterprise analysis except for which one?

- A. Determine solution approach
- B. Define business need
- C. Assess capability gaps
- D. Solution performance assessment

Answer: D

NEW QUESTION 136

- (Topic 2)

You have completed the requirements documentation and the stakeholders have signed off on the requirements. Now the requirements are advancing into a project as your organization has chartered a project based on the identified requirements. What stakeholder is now responsible for assessing the solution scope to determine the project scope?

- A. Project sponsor
- B. Project manager
- C. Business analyst
- D. Key stakeholders

Answer: B

NEW QUESTION 137

- (Topic 2)

You are the business analyst for your organization and are working with Ralph who is also a business analyst at your company. You have moved one of the requirements higher in the prioritization of the requirements because it is needed to be implemented before some of the more important requirements are done. Ralph disagrees with your placement of the requirement because you are to rank the requirements based on their level of difficulty. Who is correct and why?

- A. Ralph is correct because the requirements are always to be ranked by importance or business value
- B. You are correct because the lower priority requirements must be completed before the higher priority requirements can be done
- C. You are correct because you are the senior business analyst
- D. Ralph is correct because the sequence of requirements is actually done with the project activity list

Answer: B

NEW QUESTION 138

- (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 143

- (Topic 2)

You are working with Tom, a key stakeholder, in your business analysis duties. Tom is asking you about the desired outcome for current business opportunity. Which one of the following is NOT an example of a desired outcome?

- A. Implement new machinery to complete the work processes faster
- B. Increase sales
- C. Reduce costs
- D. Reduce time to deliver a product or service

Answer: A

NEW QUESTION 144

- (Topic 2)

You are the business analyst for your organization and are preparing for the conduct elicitation activity. You'll need several stakeholders' roles as you prepare for this activity in your organization. Which one of the following stakeholders may be responsible to dictate that a specific process or technique be followed during your requirements elicitation activities?

- A. Project manager
- B. Regulator
- C. Functional management
- D. Project sponsor

Answer: B

NEW QUESTION 146

- (Topic 2)

Which conduct stakeholder analysis technique is useful for identifying shared characteristics of a stakeholder group?

- A. Surveys
- B. Scope modeling
- C. Brainstorming
- D. Interviews

Answer: A

NEW QUESTION 148

- (Topic 2)

The RGQ Organization utilizes a change log. What is a change log?

- A. It is a document that records all change requests for the projec
- B. It is a document that tracks all unauthorized changes to the project solutio
- C. It is a document that tracks all characteristics and status of changes that have been receive
- D. It is a document that tracks the changes that have been received, including their implementation to the project solutio

Answer: C

NEW QUESTION 152

- (Topic 2)

You are the business analyst for your organization. You are identifying new opportunities to improve upon your existing web services. Management is open to new opportunities as long as the changes do not take more than 60 days to implement. What type of a factor does the 60 day implementation represent?

- A. Technical constraint
- B. Schedule constraint
- C. Business constraint
- D. Assumption

Answer: C

NEW QUESTION 157

- (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 159

- (Topic 2)

All of the following are techniques that can be used to specify or model requirements except for which one?

- A. Organization modeling
- B. Data modeling
- C. Work breakdown structure creation
- D. State diagrams

Answer: C

NEW QUESTION 164

- (Topic 2)

Management comes to you and asks you to complete some specifications and models about the current state of the organization. Management wants you to complete this business analysis activity as soon as possible and report back to them with your findings. What is the primary purpose of the specify and model requirements process?

- A. To analyze the processes of an organization to determine what processes can be improved, removed, or adde
- B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunitie
- C. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improve
- D. To analyze the functioning of an organization and to provide an insight into opportunities for improvemen

Answer: D

NEW QUESTION 167

- (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 172

- (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 175

- (Topic 2)

You are the business analyst for the NHQ Organization. Management has asked that you examine the workflow and internal processes for order fulfillment. Specifically they'd like you to complete an in-depth analysis and documentation of the business problems and opportunities that may exist for the organization. What business analysis knowledge area does this activity map to?

- A. Requirements elicitation
- B. Solution assessment and validation
- C. Enterprise analysis
- D. Requirements management and communication

Answer: C

NEW QUESTION 176

- (Topic 2)

You are the business analyst for your organization and are currently with several key stakeholders as part of the determination of which business analysis approach is most appropriate for the current project. Which one of the following is not a stakeholder that is considered when completing the business analysis planning and monitoring task to determine a business analysis approach?

- A. Tester
- B. Project manager
- C. Regulator
- D. Functional management

Answer: D

NEW QUESTION 180

- (Topic 2)

You are the business analyst for your organization and are working on prioritizing requirements. What plan should guide you through this process?

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

Answer: C

NEW QUESTION 181

- (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 185

- (Topic 2)

Which one of the following statements best describes requirements prioritization?

- A. It determines how requirements will be prioritized based on the most important stakeholders to the least important stakeholder
- B. It is only used with the change-driven approach to business analysis
- C. It is only used with the plan-driven approach to business analysis
- D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scope

Answer: D

NEW QUESTION 188

- (Topic 2)

You are the business analyst for a large, complex solution and you are working with the stakeholders to determine the prioritization of the requirements. You would like to use the decision analysis to determine the best decision for the requirements outcome. You must know four things as part of decision analysis. Which one of the following will not help you with this approach to the requirements prioritization process?

- A. The values, goals, and objectives that are relevant to the requirements
- B. The consequences of each possible decision
- C. The nature of the decision that must be made
- D. The future value of the requirements

Answer: D

NEW QUESTION 189

- (Topic 2)

You are the business analyst for your organization and you are working with Bill on creating a model. Bill is a little confused about all the different things a model can do for the stakeholders.

You explain to Bill that a model can do all of the following except for which one?

- A. Define the risk and reward for the requirements
- B. Categorize and create hierarchies of items
- C. Define boundaries for business domains
- D. Show business logic

Answer: A

NEW QUESTION 190

- (Topic 2)

Mark is the business analyst for his organization. Mark and his business analysis team have used the whiteboard to record the documentation as the result of requirements elicitation. What must be done with this information if Mark uses a whiteboard?

- A. The scribe must include the white board information as part of the minute
- B. The business analyst must transfer the information to another medium before the whiteboard is erase
- C. The business analyst must document the white board information and get all participants' approval of the recordin
- D. The regulator must approve the writings on the whiteboar

Answer: B

NEW QUESTION 194

- (Topic 2)

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 197

- (Topic 2)

You are the business analyst for your organization and are working on a solution that will connect several databases to a web application. You are concerned that the databases may not be operable with the software solution a programmer is recommending. What requirements elicitation technique can help you determine the interoperability of the software, the databases, and the web application?

- A. Benchmarking
- B. Interviews
- C. Interface analysis
- D. Usage considerations

Answer: C

NEW QUESTION 202

- (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 reportin
- B. Used to assess potential risks that may impact the solution and the cost and benefits associated with i
- C. Forecasts the size of the investment required to deploy and operate the proposed solutio
- D. Cost-benefit analysis compares the cost of implementing a solution against the benefits gaine
- E. Financial analysis includes the use of financial models that estimate the market value of an organizational asse

Answer: D

NEW QUESTION 203

- (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 204

- (Topic 2)

You are the business analyst for your organization and are trying to determine the best solution for an identified problem. You have determined that you could create a software solution using inhouse resources for \$65,000 and with an ongoing support of \$5,600 per month. A vendor offers you a quote that they can create

the software for \$49,000 with an ongoing support of \$6,100 per month. Which solution should you choose?

- A. Create the software if you'll keep the solution less than 32 month
- B. Create the software if you'll use the solution longer than 32 month
- C. There is not enough information to determine which solution is financially better
- D. Buy from the vendor if you'll keep the solution longer than 32 month

Answer: B

NEW QUESTION 207

- (Topic 2)

You are the business analyst for your organization and are training Tracy on business analysis duties. You are explaining to Tracy how it's important for a business analyst to generate new ideas to approaching problems, solving problems, and to generate alternative solutions. You stress that it's important for the business analyst to generate new ideas and innovative concepts. What type of analytical thinking are you describing for Tracy?

- A. Lateral thinking
- B. Brainstorming
- C. Creative thinking
- D. Decision making

Answer: C

NEW QUESTION 209

- (Topic 2)

You are the business analyst for your organization and are preparing to conduct stakeholder analysis. As part of this process you realize that you'll need several inputs. Which one of the following is NOT an input you'll use for the conduct stakeholder analysis task?

- A. Enterprise architecture
- B. Enterprise environmental factors
- C. Organizational process assets
- D. Business need

Answer: B

NEW QUESTION 213

- (Topic 2)

You are the business analyst for the NHQ Project. You have identified several stakeholders that need different types of information related to the requirements. Which stakeholder would need detailed technical interface requirements?

- A. Project manager
- B. Regulators
- C. Testers
- D. Implementation subject matter experts

Answer: D

NEW QUESTION 218

- (Topic 2)

Holly is the business analyst for her organization. Holly encourages teamwork and open communications among the business analysis team and the stakeholders. She wants stakeholders to drop by her office and freely discuss the requirements, the solution scope, and other concerns about the solution she's working on. Holly definitely prefers informal communications. What is the danger Holly may experience with informal communications?

- A. There is no danger; informal communications is a preferred business analysis technique
- B. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holly
- C. Stakeholders may miss information and the requirements could become ambiguous
- D. The stakeholders may not know who's in charge of the solution

Answer: C

NEW QUESTION 222

- (Topic 2)

Your organization is using a plan-driven approach to business analysis. What must you do with all of the communication documents created as part of this high-priority project that you are serving as the business analyst for?

- A. All formal communication must be destroyed once the project is complete
- B. All communications must be documented and passed onto the solution's project manager for analysis and to serve as supporting detail
- C. The communications management plan will dictate what will happen to the business analysis communication
- D. All communications must be archived and will become part of the organizational process as set

Answer: D

NEW QUESTION 223

- (Topic 2)

Bob and Susan are business analysts for their organization. They are examining two materials that could be used in an upcoming project. They are testing the materials and measuring the results of each test to compare the materials to each other. This process will help Bob and Susan determine which material is best for their upcoming project. What type of process are Bob and Susan completing with these materials?

- A. Feasibility study
- B. Stress test
- C. Alternative identification
- D. Benchmarking

Answer: D

NEW QUESTION 226

- (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 230

- (Topic 3)

Which of the following chart shows the correlation between project team members and the work they've been assigned to complete?

- A. Pie chart
- B. Responsibility Assignment Matrix (RAM) chart
- C. Gantt chart
- D. RACI chart

Answer: B

NEW QUESTION 235

- (Topic 3)

Which of the following establishes organizational checks and balances with a proper segregation of front, back, and middle office functions for effective risk management?

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

Answer: D

NEW QUESTION 240

- (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 245

- (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 250

- (Topic 3)

Which of the following models defines the name of the data, data aliases, and description of system data?

- A. Class model
- B. Entity relationship
- C. Data dictionary
- D. CRUD matrix

Answer: C

NEW QUESTION 251

- (Topic 3)

Which of the following graphical presentations of a project plan is most appropriate for presenting to upper management?

- A. Pie chart
- B. Pareto Chat
- C. Critical Path Method
- D. Scatter chart

Answer: C

NEW QUESTION 255

- (Topic 3)

Which of the following is a visual decomposition of the project scope?

- A. Budgeted Cost of Work Scheduled (BCWS)
- B. Resource Breakdown Structure (RBS)
- C. product breakdown structure (PBS)
- D. Work Breakdown Structure (WBS)

Answer: D

NEW QUESTION 259

- (Topic 3)

Which of the following is the process of analyzing the areas of a project that are most affected by risk?

- A. Risk Identification
- B. Risk Urgency Assessment
- C. Risk Categorization
- D. Risk Analysis

Answer: C

NEW QUESTION 262

- (Topic 3)

Which of the following process models needs to complete each set of tasks in one phase before moving into the next phase in a project development life cycle?

- A. Procedural model
- B. Evolutionary model
- C. Spiral model
- D. Waterfall model

Answer: D

NEW QUESTION 263

- (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 264

- (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 269

- (Topic 3)

Which of the following quantitative risk analysis techniques relies on experience and past data to compute the probability and impact of risks on project objectives?

- A. Probability distribution
- B. Sensitivity analysis
- C. Modeling and simulation
- D. Interviewing

Answer: D

NEW QUESTION 271

- (Topic 3)

Which of the following document is created first after project is awarded and statement of work is handed over to the project manager?

- A. Work breakdown structure (WBS)
- B. WBS dictionary
- C. Project scope statement
- D. Project charter

Answer: D

NEW QUESTION 275

- (Topic 3)

Which of the following processes measures the maturity level of the security program?

- A. Risk analysis
- B. Risk mitigation
- C. Risk assessment
- D. GAP analysis

Answer: D

NEW QUESTION 277

- (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 282

- (Topic 3)

Which of the following is NOT a component of flowchart?

- A. Forks
- B. Attributes
- C. Activities
- D. Joins

Answer: B

NEW QUESTION 283

- (Topic 3)

Which of the following charts is important to ensure that the roles and responsibilities of those involved in a task are tracked?

- A. Pie chart
- B. Line chart
- C. RACI chart
- D. Gantt chart

Answer: C

NEW QUESTION 287

- (Topic 3)

Which of the following processes is used by organizations to set the risk tolerance, identify the potential risks, and prioritize the tolerance for risk?

- A. Risk communication
- B. Risk identification
- C. Risk analysis
- D. Risk management

Answer: D

NEW QUESTION 289

- (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 292

- (Topic 3)

Which of the following represents the duration of activities against a calendar?

- A. Scatter chart
- B. Gantt chart
- C. Pie chart
- D. Pareto chart

Answer: B

NEW QUESTION 293

- (Topic 3)

You are completing the prepare for elicitation process for an identified problem in your organization. The prepare for elicitation process requires three inputs for this process. Which one of the following is not an input that will help you prepare for the elicitation activities?

- A. Stakeholder list
- B. Stakeholder concerns
- C. Business need
- D. Solution scope

Answer: B

NEW QUESTION 295

- (Topic 3)

Which of the following is an estimate based on past projects to predict the current cost and/or duration of the current project? A. Current estimate

- A. Past project cost
- B. Past estimate
- C. Top-down estimate

Answer: D

NEW QUESTION 296

- (Topic 3)

Which of the following participants have to keep the minutes and details of the conversation during Interviews?

- A. Stakeholder
- B. Scribe
- C. Business Analyst
- D. End user

Answer: B

NEW QUESTION 301

- (Topic 3)

Which of the following roles helps assess the data requirements of a project, identifies data assets, and helps the project team complete data modeling requirements?

- A. Database analyst
- B. End user
- C. Subject matter expert
- D. Information architect

Answer: D

NEW QUESTION 302

- (Topic 3)

Which of the following tasks does not rely on other activities, and no other activities rely on this task completing?

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

Answer: B

NEW QUESTION 304

- (Topic 3)

Which of the following is a method of displaying the timelines of all the various subtasks that are involved in any project?

- A. Pie chart
- B. Scatter chart
- C. Activity network diagram

D. Cost-benefit analysis

Answer: C

NEW QUESTION 308

- (Topic 3)

Which of the following is not a hygiene agent according to Frederick Herzberg theory?

- A. The chance to excel
- B. Job security
- C. A paycheck
- D. Clean and safe working conditions

Answer: A

NEW QUESTION 309

- (Topic 3)

Which of the following process groups occurs at the beginning of the project?

- A. Executing
- B. Planning
- C. Initiating
- D. Controlling and Monitoring
- E. Closing

Answer: C

NEW QUESTION 310

- (Topic 3)

_____ are timeless events that show progress in the project. These are typically achieved at the end of phase in the project lifecycle.

- A. Achievements
- B. Millstones
- C. Phases
- D. Templates

Answer: B

NEW QUESTION 314

- (Topic 3)

You have identified several stakeholders that you believe are kinesthetic learners. Which statement best describes the kinesthetic learning approach?

- A. The learners learn best by reading and ponderin
- B. The learners learn best be experiencing the topi
- C. The learners learn best by seeing the topic in a model or through storyboard
- D. The learners are not interested in the topic unless they can immediately apply it to their lives or job

Answer: B

NEW QUESTION 316

- (Topic 3)

Which of the following is NOT a component of an entity relationship diagram?

- A. Attributes
- B. Relationships
- C. Forks
- D. Entities

Answer: C

NEW QUESTION 317

- (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 322

- (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 325

- (Topic 3)

Which of the following is a graphical representation of roles and responsibilities of different project team members?

- A. RACI chart
- B. Pareto chart
- C. Resource histogram chart
- D. Organization chart

Answer: A

NEW QUESTION 326

- (Topic 3)

Which of the following stages of a project defines the number of risks and opportunities, including intense planning and anticipation of risk events?

- A. Planning
- B. Executing
- C. Initiation
- D. Closing

Answer: C

NEW QUESTION 330

- (Topic 3)

Which of the following is derived from a schedule model to meet the project execution plan and achieve management approval for use as a baseline?

- A. Updating
- B. Impacts
- C. Baseline schedule
- D. Dumping

Answer: C

NEW QUESTION 333

- (Topic 3)

Which of the following defines how the project will be estimated, budgeted, and how changes to cost will be managed?

- A. Cost management plan
- B. Cost variance reports
- C. Control chart
- D. Coercive power

Answer: A

NEW QUESTION 336

- (Topic 3)

Which of the following can be used in root cause analysis?

- A. Pareto chart
- B. Data-flow diagram
- C. Gantt chart
- D. Fishbone diagram

Answer: D

NEW QUESTION 340

- (Topic 3)

There are 50 stakeholders in the current project. How many communication channels exist in this project?

- A. 1200
- B. 1225
- C. 1500
- D. 500

Answer: B

NEW QUESTION 345

- (Topic 3)

Which of the following requires that all parties in the conflict must give up something?

- A. Barrier
- B. Problem solving
- C. Withdrawal
- D. Compromising

Answer: D

NEW QUESTION 349

- (Topic 3)

Which of the following requirement attributes lacks any ambiguous characteristics?

- A. Understandable
- B. User Requirements Document (URD)
- C. Unambiguous
- D. Urgency

Answer: A

NEW QUESTION 354

- (Topic 3)

Which of the following roles works with the project team to understand the deliverables and then teaches the users of the deliverables how to utilize the project's product?

- A. End user
- B. Database analyst
- C. Stakeholder
- D. Trainer

Answer: D

NEW QUESTION 355

- (Topic 3)

Which of the following communicates from the program-level perspective - a clear understanding and statement of the technical objectives and the end products, services, or results of the work to be performed?

- A. Scope statement
- B. Preliminary scope statement
- C. Program work breakdown structure
- D. Program charter

Answer: C

NEW QUESTION 356

- (Topic 3)

All of the following stakeholders participate in the prioritization of requirements except for which one?

- A. Project manager
- B. Implementation subject matter expert
- C. Domain subject matter expert
- D. Project team

Answer: D

NEW QUESTION 359

- (Topic 3)

Which of the following is mandatory in most software development projects?

- A. Communication Management plan
- B. Disaster recovery plan
- C. Test plan
- D. Procurement plan

Answer: C

NEW QUESTION 361

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