

IIBA

Exam Questions CBAP

Cetified business analysis professional (CBAP) appliaction



NEW QUESTION 1

- (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 2

- (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 3

- (Topic 1)

You are the business analyst for your organization and you are completing the manage requirements traceability process. You are tracking the requirements to determine how the requirements are interrelated with one another and with the actual delivery of the project scope.

There are actually three reasons why the business analyst should trace requirements. Which one of the following is not one of the three reasons why trace requirements is useful?

- A. Impact analysis
- B. Requirements coverage
- C. Requirements allocation
- D. Quality control

Answer: D

NEW QUESTION 4

- (Topic 1)

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 5

- (Topic 1)

Which one of the following business analysis planning and monitoring techniques can be used to define and document the business analysis approach?

- A. Process modeling
- B. Structured walkthrough
- C. Decision analysis
- D. Control charts

Answer: A

NEW QUESTION 6

- (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 7

- (Topic 1)

You are the business analyst for your organization and are with another business analyst, Steve, on the requirements elicitation for a new solution. You warn Steve that you'll need to be tracing the requirements in an effort to prevent scope creep. What is scope creep?

- A. The scope grows slightly larger as more requirements, often unneeded, are added to the scope
- B. The scope slips on the schedule which in turn delays the project delivery date
- C. Gold plating
- D. The scope shifts from the original intent of the business case

Answer: A

NEW QUESTION 8

- (Topic 1)

What does the T in SWOT analysis mean?

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

Answer: B

NEW QUESTION 9

- (Topic 1)

What business analysis element tries to identify as many potential options as possible to meet the business objectives and fill identified gaps in capabilities?

- A. Ranking of approaches
- B. Decision analysis
- C. Documentation of assumptions and constraints
- D. Alternative generation

Answer: D

NEW QUESTION 10

- (Topic 1)

You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than \$300,000 to implement and support for one year. What does the \$300,000 represent? A. Solution cost

- A. Budget
- B. Requirements
- C. Constraint

Answer: D

NEW QUESTION 10

- (Topic 1)

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

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

Answer: B

NEW QUESTION 12

- (Topic 1)

You are creating a model for your requirements. Which model type categorizes and describes the people who directly interact with a solution?

- A. Rules
- B. User classes, profiles, or roles
- C. Concepts and relationships
- D. Events

Answer: B

NEW QUESTION 17

- (Topic 1)

Which stakeholder must approve the business analysis approach to ensure that the business analysis approach is compatible with the other project activities?

- A. Project sponsor
- B. Project manager
- C. Project customer
- D. Change control board

Answer: B

NEW QUESTION 21

- (Topic 1)

You are the business analyst for your organization. On your current project you'll be using the change-driven approach for defining requirements and gathering feedback. Which of the following statements best describes the change-driven approach?

- A. The change-driven approach favors defining requirements through experimentation
- B. The change-driven approach does not define the requirements until after a solution for the problem has been identified
- C. The change-driven approach favors defining requirements standardized template
- D. The change-driven approach favors defining requirements through team interaction

Answer: D

NEW QUESTION 24

- (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 26

- (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 31

- (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 35

- (Topic 1)

You are the business analyst for your organization. Management wants you to prioritize the identified requirements by the requirements that have the highest likelihood of success. Why would management want you to prioritize the requirements with this factor even though some of the requirements may be difficult to implement?

- A. They want a fast return on investment
- B. They want to show early success in the implementation to the project stakeholder
- C. They don't understand the requirement
- D. They want to avoid penalties or fines due to a pending law

Answer: B

NEW QUESTION 40

- (Topic 1)

When can changes to requirements occur in a business analysis planning and monitoring assignment?

- A. Change to requirements can occur any time before the project scope statement is created
- B. Changes to requirements can occur at any time
- C. Changes to requirements can occur any time after the project's change control system has been enacted
- D. Change to requirements can occur at any time before the key stakeholders approve the identified requirement

Answer: B

NEW QUESTION 44

- (Topic 1)

You are the business analyst for your organization and have many solutions available to an identified problem. You would like a way to quickly and fairly determine

which solution is the best choice for your organization. Which of the following approaches would allow you to determine the top-rated solutions for your organization? Question No : 35 - (Topic 1) IIBA CBAP : Practice Test

- A. Scoring system
- B. Acceptance and evaluation criteria
- C. Vendor assessment
- D. Voting system

Answer: A

NEW QUESTION 47

- (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 requiremen
- B. You may need to determine the schedule for each requiremen
- 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 51

- (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 55

- (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 58

- (Topic 1)

You are working with several business analysts to determine the solution approach for an identified problem. All of the following techniques are acceptable for identifying the solution approach except for which one?

- A. Benchmarking
- B. Decision analysis
- C. Risk analysis
- D. Brainstorming

Answer: C

NEW QUESTION 61

- (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 62

- (Topic 1)

You are the business analyst for your organization and are working on organizing the identified requirements for a new solution. Nancy, your assistant in this process, says that these requirements aren't very complex. You agree but add that it's this thing that makes the overall solution complex. What thing adds to the level of complexity among requirements?

- A. Relationships among the requirements
- B. Management in the project

- C. Stakeholders in the project
- D. Cost and schedule constraints

Answer: A

NEW QUESTION 65

- (Topic 1)

Henry is the business analyst for the UUH Organization. Currently Henry is working on several work products as part of the requirements development process. He may need to share these work products with the stakeholders. Which of the following is not an example of a work product?

- A. Requirements documentation
- B. Interview questions and notes
- C. Meeting agendas and minutes
- D. Presentation slides

Answer: A

NEW QUESTION 68

- (Topic 1)

You are creating the solution scope for a proposed solution in your organization. You need to understand the scope of work that needs to be completed. You elect to identify the solution scope and then break the solution scope into smaller work products or deliverables. What technique are you using in this instance?

- A. Interface analysis
- B. Scope modeling
- C. Vision statement creation
- D. Functional decomposition

Answer: D

NEW QUESTION 73

- (Topic 1)

Holly's organization uses a plan-driven approach to business analysis. When it comes to communication in Holly's organization what type of communication will likely be required?

- A. Face-to-face
- B. Chain of command
- C. Formal
- D. Ad hoc

Answer: C

NEW QUESTION 77

- (Topic 1)

You are the business analyst for your organization and are to conduct stakeholder analysis. Which of the following statements best describes the conduct stakeholder analysis task?

- A. This task identifies organizations and lines of business that may be affected by a proposed initiative or who share a common business need
- B. This task identifies stakeholders who may be affected by a proposed initiative or who share a common business need
- C. This task identifies the organizations that are likely affected by a problem that a project must solve
- D. This task identifies the people who may be affected by a proposed initiative or who share a common business need

Answer: B

NEW QUESTION 80

- (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 83

- (Topic 1)

You are the business analyst for your organization and working with the stakeholders to prioritize the requirements. The stakeholders are concerned about the financial impact of the requirements should some of them fail during the implementation. You would like to rank the risk tolerance of the stakeholders based on their comments about the solution and the requirements. The following are the three categories of risk tolerance associated with the stakeholders except for which one?

- A. Mitigation
- B. Risk-aversion
- C. Risk-seeking
- D. Neutrality

Answer: A

NEW QUESTION 86

- (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 89

- (Topic 1)

You are the business analyst for your organization. Management realizes that a proposed solution has risks that may cause the entire project to fail. They would like you to prioritize the requirements with maximum risks first so that if the project fails, there is little loss of capital in the project implementation. What requirements prioritization approach is management asking you to create in this instance?

- A. Implementation difficulty
- B. Business or technical risk
- C. Likelihood of success
- D. Relationship to other requirements

Answer: B

NEW QUESTION 92

- (Topic 1)

You are the business analyst for the TGH Organization and are determining if you should buy or build a solution for your company. You have determined that you can create the in-house solution for \$78,000 with a monthly support cost of \$8,765. A vendor can create the solution for \$61,000 with a monthly support costs of \$7,990. How long will it take your company to break even if you choose the internal solution versus the vendor's solution?

- A. 36 months
- B. 12 months
- C. 6 months
- D. 22 months

Answer: D

NEW QUESTION 93

- (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 95

- (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 96

- (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 doing
- 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 use

Answer: B

NEW QUESTION 97

- (Topic 1)

What two factors must the business analyst consider when conducting stakeholder analysis?

- A. Politics and influence
- B. Influence and attitude
- C. Attitude and position
- D. Position and politics

Answer: B

NEW QUESTION 99

- (Topic 1)

You are the business analyst for your organization and management has asked that you identify opportunities to improve the operations of the business. You notice that some of the stakeholders use several pieces of software and several duplicate activities within each software package to generate data reports for customers. What type of recommendation can you make in regard to this observation?

- A. You can address the automation of how the workers perform
- B. You will need to perform active observation first to understand the processes in more detail
- C. You can address the non-functional requirements of the activities
- D. You will need to perform passive observation first to understand the processes in more detail

Answer: A

NEW QUESTION 101

- (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 presentation
- B. Confirm that the stakeholders have signed off on the requirement
- C. Hire a scribe to keep the minutes of the meeting

Answer: A

NEW QUESTION 105

- (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 project
- C. Hire contractors to complete the project work
- D. Move onto the next opportunity

Answer: B

NEW QUESTION 106

- (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 to
- B. It's important to identify the stakeholders so the business analyst knows who to bill for the project
- 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 is

Answer: C

NEW QUESTION 109

- (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 communication
- 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 hoc

Answer: A

NEW QUESTION 112

- (Topic 1)

You are the business analyst for your organization and you are preparing the business case for a proposed solution. You need to include the management horizon in your business case. What is the management horizon?

- A. It is the expected deliverables that will be beneficial for the organization

- B. It is the point in time when the solution will be complete
- C. It is the duration of each phase of the project until the solution earns a profit
- D. It is the point in time for the solution to break even on cost and begin earning a profit

Answer: D

NEW QUESTION 113

- (Topic 1)

You are the business analyst for your organization and are preparing to complete the allocate requirements process. This process assigns stakeholder and solution requirements to solution components and to releases. One of the elements of this process is solution components. All of the following are solution components except for which one?

- A. Assessment of proposed solution
- B. Business processes to be performed and managed
- C. Business policies and business rules
- D. Software applications and application components used in the solution

Answer: A

NEW QUESTION 114

- (Topic 1)

What business analysis process ensures that requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work?

- A. Identify constraints and assumptions
- B. Validate requirements
- C. Verify requirements
- D. Specify and model requirements

Answer: C

NEW QUESTION 118

- (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 plan that describes how the business analyst will complete the elicitation of requirements
- D. A methodology is a formalized and repeatable business analysis approach

Answer: D

NEW QUESTION 120

- (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 123

- (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. Baselineing

Answer: A

NEW QUESTION 126

- (Topic 2)

You are the business analyst for your organization. You are currently working with Susan on creating a model as part of the specify and model requirements process. Susan doesn't understand why you need a model. You explain to Susan that a model is just a simplified representation of a complex reality that is useful for understanding that reality and making decisions regarding it. In fact, you tell Susan, a model can do all of the following except one option. Choose the option that a model cannot do?

- A. Define the resources that will be needed on the project team
- B. Define boundaries for the business domain

- C. Describe a situation or problem
- D. Describe thought processes and action flows

Answer: A

NEW QUESTION 131

- (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 136

- (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 policies
- 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 policies
- D. To define the historical information that is available for the business analyst to rely on for his research

Answer: C

NEW QUESTION 138

- (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 141

- (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 142

- (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 147

- (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 149

- (Topic 2)

Jenni is the business analyst for the UHQ Organization. She is preparing to complete the conduct elicitation activity for her organization. Jenni can use all of the following techniques as part of this activity except for which one?

- A. Requirements workshops
- B. Document analysis
- C. Interviews
- D. Problem tracking

Answer: D

NEW QUESTION 153

- (Topic 2)

What requirements elicitation technique examines the available information, documentation, records, and history of a solution, organization, or cause to identify relevant information to the current business analysis duties?

- A. Benchmarking
- B. Dataflow diagrams
- C. Document analysis
- D. Requirements elicitation

Answer: C

NEW QUESTION 155

- (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 158

- (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 solution
- B. Risk is an uncertain event that can cause the organization to lose more monies than it invests in the solution
- C. Risk is a potential event that can cause the solution to fail
- D. Risks are threats to the organization's success

Answer: A

NEW QUESTION 160

- (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 165

- (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 166

- (Topic 2)

What two factors must the business analyst consider when conducting stakeholder analysis?

- A. Influence and attitude
- B. Position and politics
- C. Politics and influence
- D. Attitude and position

Answer: A

NEW QUESTION 170

- (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 173

- (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 176

- (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 179

- (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 added
- B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunities
- C. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improved
- D. To analyze the functioning of an organization and to provide an insight into opportunities for improvement

Answer: D

NEW QUESTION 181

- (Topic 2)

What type of interview is the most common as part of requirements elicitation?

- A. Many-to-one
- B. Many-to-many
- C. One-to-one
- D. One-to-many

Answer: C

NEW QUESTION 184

- (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 185

- (Topic 2)

You are the business analyst for your organization. For the past several months you have been completing the business analysis duties for the solution stakeholders. You now have, you believe, the solution requirements identified and documented. What must you now do with the requirements before proceeding?

- A. Make certain the stakeholders can pay for the solution and have them sign off on the requirement
- B. Present the solution to the project manager for his input
- C. Get all of the stakeholders to sign off on the requirement
- D. Make certain the stakeholders understand the requirements before they approve the requirements you've gathered

Answer: D

NEW QUESTION 188

- (Topic 2)

Herb is the business analyst for the HYY Organization. As Herb is completing the organize requirements process he recognizes that requirements typically need to answer one question for identification. What is the one interrogative that requirements should answer?

- A. What
- B. When
- C. Why
- D. How

Answer: A

NEW QUESTION 191

- (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 195

- (Topic 2)

You are the business analyst for your organization and you are preparing to elicit the requirements for a new business opportunity. Which one of the following statements best describes the prepare for elicitation process?

- A. You need authority granted to you from the sponsor to utilize resources for the elicit requirements process
- B. You need to determine which elicitation techniques are needed for the requirements gathering technique
- C. You need to ensure all needed resources are organized and scheduled for conducting the elicitation activities
- D. You need to receive permission from functional management to interview and elicit requirements for the stakeholder

Answer: C

NEW QUESTION 197

- (Topic 2)

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

Answer: A

NEW QUESTION 198

- (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 199

- (Topic 2)

You are the business analyst for your organization. You want to use a requirements elicitation technique to produce a broad set of options for an identified problem. You want the stakeholders to help you identify options, factors that affect the solution, any possible delays in the solution implementation, and ideas for creating a solution. Which of the following requirements elicitation activities would best satisfy these requirements?

- A. Benchmarking
- B. Brainstorming
- C. Data flow diagrams
- D. Business rules analysis

Answer: B

NEW QUESTION 204

- (Topic 2)

There are four inputs to the plan business analysis activities. Which one of the following is not an input to the plan business analysis activities process?

- A. List of identified risks
- B. Organizational process assets
- C. Business analysis approach
- D. Stakeholder list, roles, and responsibilities

Answer: A

NEW QUESTION 206

- (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 207

- (Topic 2)

You are the business analyst for your organization and are planning the business analysis approach. One of the techniques you are considering for this undertaking is to rate the available methodologies against the organizational needs and objectives. Which of the following terms describes the business analysis technique that you are currently considering in this scenario?

- A. Structured walkthrough
- B. Decision analysis
- C. Cause-and-effect analysis
- D. Process modeling

Answer: B

NEW QUESTION 210

- (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 215

- (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 solutio
- B. The business case helps the organization determine the duration and cost of the solutio
- C. The business case helps the organization determine the cost of the solutio
- D. The business case helps the organization determine if the solution is feasibl

Answer: A

NEW QUESTION 220

- (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 224

- (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 228

- (Topic 2)

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

Answer: A

NEW QUESTION 229

- (Topic 2)

Which solution scope technique can help the business analyst understand the scope of the work by breaking down the scope into smaller work products?

- A. Interface analysis
- B. User stories
- C. Functional decomposition
- D. Scope modeling

Answer: C

NEW QUESTION 233

- (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 236

- (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 239

- (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 244

- (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 245

- (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 248

- (Topic 2)

You are the business analyst for your organization. You are working with several IT professionals to determine all of the connected systems in your organization. You are creating a mapping of the servers, workstations, printers, and other connected devices and their purposes for an analysis of how information is input, processed, stored, and output from each system. What business analysis process are you completing?

- A. Networking topology mapping
- B. Data dictionary and glossary creation
- C. Data flow diagram
- D. Prototype

Answer: C

NEW QUESTION 251

- (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 252

- (Topic 2)

What element of the conduct elicitation activity is tracked to provide a basis for future planning?

- A. Time actually spent eliciting the requirements
- B. Number of stakeholders that did not participate in the requirements elicitation
- C. Cost of actually eliciting the requirements
- D. Changes that entered the scope throughout the requirements elicitation activities

Answer: A

NEW QUESTION 255

- (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 260

- (Topic 3)

As a milestone is reached, the project is funded for enough capital to reach the next milestone.

This approach is called _____.

- A. Step funding
- B. Phase funding
- C. Stakeholders funding
- D. Milestone funding

Answer: A

NEW QUESTION 264

- (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 266

- (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 270

- (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 272

- (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 275

- (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 280

- (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 285

- (Topic 3)

Which of the following is responsible for preparing the business architecture, feasibility studies, and business cases?

- A. Security Administrator
- B. Developer
- C. Business analyst
- D. Project leader

Answer: C

NEW QUESTION 289

- (Topic 3)

Which of the following can be an effective tool during quality control to help determine the how the problem occurred?

- A. Rework
- B. Trend Analysis
- C. Flowcharting
- D. Pareto Diagram

Answer: C

NEW QUESTION 290

- (Topic 3)

Which of the following diagrams is known as Ishikawa diagram?

- A. Activity
- B. Data-flow
- C. Cost-Benefit
- D. Cause-and Effect

Answer: D

NEW QUESTION 291

- (Topic 3)

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

Answer: B

NEW QUESTION 294

- (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 296

- (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 301

- (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 306

- (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 309

- (Topic 3)

Which of the following types of charts shows which resources are needed in the project and allows you to group the resources by project phase or other attributes?

- A. Pareto chart
- B. Organizational Breakdown Structure
- C. Gantt chart
- D. Resource Breakdown Structure

Answer: D

NEW QUESTION 314

- (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 317

- (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 321

- (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 324

- (Topic 3)

Which of the following is NOT a component of flowchart?

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

Answer: B

NEW QUESTION 329

- (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 333

- (Topic 3)

Which of the following is the process of defining and analyzing the dangers to individuals, businesses, and government agencies posed by potential natural and human-caused adverse events?

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

Answer: A

NEW QUESTION 337

- (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 339

- (Topic 3)

Which of the following is a procurement document?

- A. Project Work Breakdown Structure
- B. Project charter
- C. Vision document
- D. Invitation for bid

Answer: D

NEW QUESTION 343

- (Topic 3)

Which of the following types of elicitation allows each stakeholder to freely discuss their role in a particular process?

- A. Focus group
- B. Structured interview
- C. Quick Interview
- D. Unstructured interview

Answer: D

NEW QUESTION 344

- (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 346

- (Topic 3)

The business process model is also known as _____.

- A. Organization model
- B. Activity model
- C. Relational model
- D. Data flow model

Answer: B

NEW QUESTION 348

- (Topic 3)

Which of the following is a flowchart that shows all the processes and the interfaces that interact with the project processes?

- A. Process configuration
- B. Pareto chart
- C. Control chart
- D. Quality baseline
- E. RACI chart

Answer: A

NEW QUESTION 350

- (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 352

- (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 353

- (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 355

- (Topic 3)

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

"It shows the causes of a certain event. A common use of this diagram is to identify potential factors causing an overall effect. It helps identify causal factors and contributing causes."

- A. Ishikawa
- B. Flowchart
- C. Process configuration chart
- D. Control chart

Answer: A

NEW QUESTION 358

- (Topic 3)

Which of the following is the comparison of planned project results with actual project results?

- A. Variance analysis
- B. Cost-benefit analysis
- C. Statistical Sampling
- D. Trend analysis

Answer: A

NEW QUESTION 359

- (Topic 3)

As a program manager, you decided to overlap two phases of your program. Which of the following terms best describe your act?

- A. Lead time
- B. Rolling
- C. Fast tracking
- D. Crashing

Answer: C

NEW QUESTION 360

- (Topic 3)

Which of the following qualitative techniques involves a disciplined analysis of the event sequences that could transform a potential hazard into an accident?

- A. Failure mode and effects criticality analysis
- B. HAZOP technique
- C. Failure mode and effects analysis
- D. Preliminary Risk Analysis

Answer: D

NEW QUESTION 365

- (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 366

- (Topic 3)

Which of the following is the formal acceptance of the project?

- A. A project review
- B. A sign-off
- C. Risk assessment
- D. Inspection trend analysis

Answer: B

NEW QUESTION 369

- (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 373

- (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 374

- (Topic 3)

Which of the following phases is the first step towards creating a business continuity plan?

- A. Business Continuity Plan Development
- B. Scope and Plan Initiation
- C. Business Impact Assessment
- D. Plan Approval and Implementation

Answer: B

NEW QUESTION 376

- (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 378

- (Topic 3)

Which of the following are directed conversations for gathering ideas, opinions about a product, service, problem, or opportunity?

- A. Interviews
- B. Group discussions
- C. Feedback loops
- D. Focus groups

Answer: D

NEW QUESTION 380

- (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 385

- (Topic 3)

Which of the following is a quality control chart to track trends in project execution?

- A. Control chart
- B. RACI chart
- C. PERT chart
- D. Pareto chart

Answer: A

NEW QUESTION 386

- (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 388

- (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 391

- (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 395

- (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 396

- (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 401

- (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 405

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