



**IIBA**

## **Exam Questions CBAP**

Certified business analysis professional (CBAP) application

#### 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)

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 4

- (Topic 1)

Donna is leading a brainstorming session for her organization. She has asked the participants in this group to come up with at least ten ideas for possible solutions to an identified problem. What is the problem with setting the goal as ten ideas for possible solutions in this session?

- A. The goal should be to come up with as many solutions as possible, not just ten ideas
- B. The goal should be to generate ten ideas within a set time period
- C. The goal should be to come up with the best solution for the problem, not ten ideas
- D. The goal should be to include everyone's input to the solution

**Answer: A**

#### 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)

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 7

- (Topic 1)

What does the T in SWOT analysis mean?

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

**Answer: B**

#### NEW QUESTION 8

- (Topic 1)

Jane is the business analyst for her organization and she is completing passive observation to identify improvement opportunities in the workflow. She notices that some of the employees perform certain customer-facing activities in a different format than the other workers. Is this a problem that can be addressed as part of an improvement opportunity?

- A. It can be a problem as customers could become confused or frustrated because of the different approaches to the work
- B. It is not a problem unless there is a drop in sales so it should be left alone
- C. It can be a problem as the enterprise environmental factors always call for consistency in all processes
- D. It is not a problem unless the customer complains
- E. If Jane has not noticed the customers complaining then the process should be left alone

**Answer: A**

#### NEW QUESTION 9

- (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 10

- (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 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 14

- (Topic 1)

What document defines the business needs, identifies key stakeholders, and describes the positive impact the solution will provide on the key stakeholders?

- A. Project charter
- B. Project scope statement
- C. Solution scope
- D. Vision statement

**Answer: D**

#### NEW QUESTION 15

- (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 using a standardized template
- D. The change-driven approach favors defining requirements through team interaction

**Answer:** D

**NEW QUESTION 17**

- (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 19**

- (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 la

**Answer:** B

**NEW QUESTION 20**

- (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 create
- B. Changes to requirements can occur at any tim
- C. Changes to requirements can occur any time after the project's change control system has been enacte
- D. Change to requirements can occur at any time before the key stakeholders approve the identified requirement

**Answer:** B

**NEW QUESTION 21**

- (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 26**

- (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 28**

- (Topic 1)

You are the business analyst for your organization. A customer has approached your organization and is requesting that your company create new software for them that will help them collect customer information. In regard to enterprise analysis this business needs stems from which one of the following need generation approaches?

- A. Bottom-up
- B. External drivers
- C. Middle management
- D. Top-down

**Answer:** B

**NEW QUESTION 33**

- (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 37

- (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 41

- (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 42

- (Topic 1)

You are the business analyst for your organization. Management has asked that you create a stakeholder map as part of the conduct stakeholder analysis process. What is a stakeholder map?

- A. A stakeholder map is a visual diagram that shows the connection among positive and negative stakeholder
- B. A stakeholder map is a visual diagram that illustrates where the stakeholders are geographically locate
- C. A stakeholder map is a visual diagram that depicts the stakeholders' actions as responsible, accountable consult, and infor
- D. A stakeholder map is a visual diagram that depicts the relationship of the stakeholders to the solution and to one anothe

**Answer:** D

#### NEW QUESTION 45

- (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 49

- (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 50

- (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 53

- (Topic 1)

Your organization completes software development for other companies as its core business.

Management would like to streamline the requirements gathering processes as many of the projects your company do are similar in nature. What approach could you as a business analyst do to help streamline the requirements gathering process for your organization?

- A. Implement a requirements re-use repository
- B. Implement project template
- C. Implement a requirements gathering form
- D. Implement scope solution models

**Answer:** A

#### NEW QUESTION 58

- (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 60

- (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 65

- (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 69

- (Topic 1)

You are the business analyst for your organization. Management has asked that you create a model of the requirements so the stakeholders can better understand the requirements and the project as a whole. Which of the following statements best describes a model?

- A. Models are slices of the project solution
- B. Models simplify the requirements for common stakeholder
- C. Models are statistics for the return on investment, time saved, and other mathematics
- D. Models abstract and simplify reality

**Answer:** D

#### NEW QUESTION 71

- (Topic 1)

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

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

**Answer:** D

**NEW QUESTION 76**

- (Topic 1)

Your organization uses the MoSCoW approach to requirements prioritization. What does MoSCoW mean?

- A. Must, Should, Could, Would
- B. Must, Should, Could, Won't
- C. Mission, Schedule, Cost, Willingness
- D. Must not, Should not, Could not, Will not

**Answer:** B

**NEW QUESTION 80**

- (Topic 1)

Henry is the business analyst for his organization. Management has created a pre-determined budget of \$450,000 for his solution. Henry has identified the project requirements but now wants to prioritize them based on timeboxing and budgeting. Henry examines the cost of the requirements and begins removing the requirements from the allowed list in order to meet the \$450,000 budget. What timeboxing or budgeting approach is Henry using?

- A. Parametric
- B. All in
- C. Selective
- D. All out

**Answer:** B

**NEW QUESTION 85**

- (Topic 1)

Gary is the business analyst for his organization. He has realized that he has overlooked a key group of stakeholders during the conduct stakeholder analysis process. What is the danger in overlooking a key set of stakeholders?

- A. The newly identified stakeholders will now have to pay for any requirements they want to add to the requirement
- B. The newly identified stakeholders will need to spend extra time to learn about the project and how it will affect the
- C. The newly identified stakeholders will be excluded from decisions that affect the deliverables that have already been created in the project.
- D. The newly identified stakeholders may have requirements that require additions to the project or may nullify other requirements already in the projec

**Answer:** D

**NEW QUESTION 90**

- (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 91**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 95**

- (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 96**

- (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 98

- (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 103

- (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 organizatio
- 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 profi
- D. It is the point in time for the solution to break even on cost and begin earning a profi

**Answer:** D

#### NEW QUESTION 106

- (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 107

- (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 112

- (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 dutie
- B. You will need to implement videoconference
- C. Add more business analysts in each of the geographical locatio
- D. You will need the stakeholders to periodically gather in one local

**Answer:** B

#### NEW QUESTION 114

- (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 117

- (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 122

- (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 124

- (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 127

- (Topic 2)

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

**Answer:** C

#### NEW QUESTION 132

- (Topic 2)

Zoe is the business analyst for her organization. She is currently prioritizing the requirements based on the implementation difficulty of the requirements to help with the solution planning.

Which of the following best describes the approach Zoe is taking with requirements prioritization?

- A. The requirements are categorized by type of work, and then ranked within each category of ease of implementation to difficulty of implementation
- B. The requirements are ranked most difficult to easiest to implemen
- C. The requirements are ranked from easiest to hardest to implemen
- D. The requirements are categorized by the likelihood of management approving the requirem ent

**Answer:** C

#### NEW QUESTION 134

- (Topic 2)

What does the T in SWOT analysis mean?

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

**Answer:** D

**NEW QUESTION 136**

- (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 140**

- (Topic 2)

What requirements elicitation involves carefully selected stakeholders and subject matter experts for a short, intensive period (usually for one to a few days) to define and document the requirements for a solution?

- A. Many-to-many interviews
- B. Requirements workshop
- C. Focus group
- D. Prototyping

**Answer:** B

**NEW QUESTION 145**

- (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)

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 152**

- (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 effects on the solution
- B. Risk is an uncertain event that can cause the organization to lose more money 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 154**

- (Topic 2)

You are the business analyst for THY Organization and you have gathered the requirements. You have presented the requirements to the stakeholders and they have approved your requirements. You are now working with Francie on recording the dependencies and relationships for each of the requirements. Why would you want to record the dependencies and relationships for the requirements?

- A. To help determine the sequence in which requirements are to be addressed
- B. To help determine which requirements carry the most risk
- C. To help determine the total cost for the solution to be implemented
- D. To help determine the total time for the solution to be implemented

**Answer:** A

#### NEW QUESTION 156

- (Topic 2)

You are creating a model that shows how data moves through a system. Each function that modifies the data in any manner is identified, decomposed to smaller levels, and the system is completely described from start to storage. What type of a modeling technique are you using in this scenario?

- A. Functional decomposition
- B. Data flow diagramming
- C. Organization modeling
- D. Work decomposition

**Answer: B**

#### NEW QUESTION 160

- (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 164

- (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 166

- (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 171

- (Topic 2)

Henry is the business analyst for his organization and is completing the conduct elicitation activity.

Part of this activity is to record the results of the requirements elicitation process. All of the following are acceptable elements for requirements documentation except for which one?

- A. Text message sent via a secured mobile phone
- B. Written documents describing the outcomes
- C. Visual or audio recordings
- D. Whiteboards

**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 174

- (Topic 2)

You are the business analyst for your organization and are about to conduct requirements elicitation for a process to streamline the customer fulfillment system your organization uses. You need to understand how the people, processes, and technology within the customer fulfillment system operates before you begin the elicitation process. What type of analytical thinking are you participating in this scenario?

- A. Problem solving

- B. Creative thinking
- C. Brainstorming
- D. System thinking

**Answer: D**

#### NEW QUESTION 179

- (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 183

- (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 186

- (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)

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

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

**Answer: D**

#### NEW QUESTION 193

- (Topic 2)

Martha is observing Sarah complete several complex steps as part of her business analysis requirements elicitation process. In this instance Martha working alongside Sarah is actually helping Sarah complete the work so that Martha can understand all of the steps Sarah must complete. What type of requirements elicitation technique is Martha using?

- A. Progressive elaboration
- B. Shadowing
- C. Cross training requirements elicitation
- D. Active observation

**Answer: D**

#### NEW QUESTION 197

- (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 198**

- (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 202**

- (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 scop
- B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solutio
- C. The implementation approach is described in terms of the major features and functions that are to be include
- D. The implementation approach describes the new capabilities required to meet the business nee

**Answer:** A

**NEW QUESTION 205**

- (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 analysi
- C. It is only used with the plan-driven approach to business analysi
- D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scop

**Answer:** D

**NEW QUESTION 208**

- (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 211**

- (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 215**

- (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 219**

- (Topic 2)

The creative thinking process has three values to determine the effectiveness of the process. Which one of the following is not a measurement of effective creative thinking?

- A. Application of new ideas to resolve existing problems
- B. Generation of a pre-determined number of new ideas for a business solution
- C. Willingness of stakeholders to accept new approaches
- D. The successful generation and productive consideration of new ideas

**Answer: B**

#### NEW QUESTION 224

- (Topic 2)

What is the purpose of the business case?

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

**Answer: A**

#### NEW QUESTION 228

- (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 230

- (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 234

- (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 236

- (Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 241

- (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 245

- (Topic 2)

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

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

**Answer: B**

#### NEW QUESTION 248

- (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 252

- (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 253

- (Topic 2)

Which one of the following is the most accurate definition of the solution scope?

- A. Defines what must be delivered in order to meet the business need
- B. Determines the things that are believed to be true in the solution but they have not yet been proven to be true
- C. Determines if an organization can justify the investment required to deliver the proposed solution
- D. Defines the business need, identified key stakeholders, describes the positive impact of the solution

**Answer: A**

#### NEW QUESTION 255

- (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 259

- (Topic 2)

You are creating a model that shows how data moves through a system. Each function that modifies the data in any manner is identified, decomposed to smaller levels, and the system is completely described from start to storage. What type of a modeling technique are you using in this scenario?

- A. Functional decomposition
- B. Data flow diagramming

- C. Work decomposition
- D. Organization modeling

**Answer:** B

**NEW QUESTION 264**

- (Topic 2)

A business analyst is helping management determine which solution they should choose. As it happens that the organization can only choose one of the two solutions due to time and resource restrictions. Solution A worths \$456,000 to the organization while solution B worths \$565,000 to the organization. While solution A costs less, it is less risky and takes less time to complete so management elects to seize Solution A. What is the opportunity cost?

- A. \$565,000
- B. There is not enough information to know how much the solution will cost the organization
- C. \$109,000
- D. \$456,000

**Answer:** A

**NEW QUESTION 266**

- (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 269**

- (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 271**

- (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 276**

- (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 281**

- (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 285**

- (Topic 3)

Which of the following involves defining the various threats, determining the extent of vulnerabilities, and devising countermeasures against a possible attack?

- A. Qualitative risk analysis
- B. Risk analysis
- C. Risk assessment
- D. Quantitative risk analysis

**Answer: A**

#### NEW QUESTION 290

- (Topic 3)

Which of the following processes is used to make certain that the project team members are completing the project work according to the project plan?

- A. Project time management
- B. Project scope management
- C. Quality management plan
- D. Quality control

**Answer: D**

#### NEW QUESTION 294

- (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 298

- (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 300

- (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 302

- (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 304

- (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 307**

- (Topic 3)

Which of the following techniques is used to divide a project into controllable parts?

- A. Gantt Chart
- B. Pareto Chart
- C. WBS
- D. CPM

**Answer:** C

**NEW QUESTION 308**

- (Topic 3)

Which of the following component of the communication model is responsible for transferring the message between two or more entities?

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

**Answer:** B

**NEW QUESTION 311**

- (Topic 3)

Which of the following techniques involves coordinating and collaborating with other credible sources in risk?

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

**Answer:** C

**NEW QUESTION 312**

- (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 316**

- (Topic 3)

Which of the following is a table of all stakeholders showing the mapping of which stakeholders will contribute information to other stakeholders?

- A. RACI Chart
- B. Communications Requirements Matrix
- C. Project scope statement
- D. Organizational Breakdown Structure

**Answer:** B

**NEW QUESTION 318**

- (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 321**

- (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 322**

- (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 325**

- (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 327**

- (Topic 3)

Which of the following directs the improvement efforts to those areas that will have the biggest impact?

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

**Answer: C**

**NEW QUESTION 330**

- (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 334**

- (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 338**

- (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 342**

- (Topic 3)

Which of the following defines the deliverable the customer is expecting?

- A. Project charter
- B. Procurement management plan
- C. Product scope statement
- D. Project network diagram

**Answer: C**

**NEW QUESTION 346**

- (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 349**

- (Topic 3)

Which of the following is described in the statement below?

"It shows the history and pattern of variation. It is a line graph that shows data points plotted in the order in which they occur. They show trends in a process over time, variation over time, or declines or improvements in a process over time. Trend analysis is performed using them."

- A. Cause and effect diagram
- B. Histogram
- C. Run chart
- D. Pareto chart

**Answer: C**

**NEW QUESTION 354**

- (Topic 3)

Which of the following captures all of the activities within a business, the inputs and outputs of each activity, and the required resources to complete each activity?

- A. Business scenario
- B. Business process model
- C. Business architecture
- D. Business case

**Answer: B**

**NEW QUESTION 357**

- (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 362**

- (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 364**

- (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 368**

- (Topic 3)

\_\_\_\_\_ is the degree to which a set of inherent characteristics fulfills requirements.

- A. Quality
- B. Regulation
- C. Project phase
- D. Scope

**Answer: A**

**NEW QUESTION 372**

- (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 373**

- (Topic 3)

Which of the following is the process of identifying and assessing factors that may jeopardize the success of a project or the achievement of a goal?

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

**Answer: A**

**NEW QUESTION 376**

- (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 pondering
- B. The learners learn best by experiencing the topic
- 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 381**

- (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 382**

- (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 384**

- (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 386**

- (Topic 3)

Which of the following models demonstrates the attributes, operations, and relationship to entities within the solution?

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

**Answer: C**

**NEW QUESTION 390**

- (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 394**

- (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 399**

- (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 401**

- (Topic 3)

Which of the following processes can start with the source of problems or with the problem itself?

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

**Answer: D**

**NEW QUESTION 404**

- (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 409**

- (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 414**

- (Topic 3)

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

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

**Answer:** A

**NEW QUESTION 419**

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