

Exam Questions CBAP

Certified business analysis professional (CBAP) application

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NEW QUESTION 1

- (Topic 1)

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

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

Answer: D

NEW QUESTION 2

- (Topic 1)

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 3

- (Topic 1)

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

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

Answer: D

NEW QUESTION 4

- (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 5

- (Topic 1)

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

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

Answer: D

NEW QUESTION 6

- (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 7

- (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 enacted
- D. Change to requirements can occur at any time before the key stakeholders approve the identified requirement

Answer: B

NEW QUESTION 8

- (Topic 1)

Some of the requirements in the solution must be completed because of laws and regulations in your industry. Management would like you, the business analyst, to rank the requirements according to the relevant laws. What type of requirements prioritization is management having you complete?

- A. Regulatory ranking
- B. Business value ranking
- C. Constraint ranking
- D. Risk ranking

Answer: A

NEW QUESTION 9

- (Topic 1)

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

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

Answer: A

NEW QUESTION 10

- (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 10

- (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 11

- (Topic 1)

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

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

Answer: B

NEW QUESTION 16

- (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 cost less than \$450 per unit

Answer: A

NEW QUESTION 21

- (Topic 1)

Your organization is trying to determine which one of two opportunities they will pursue. The Project A is worth \$235,987 and Project B is worth \$567,000 but carries significant risk. The organization elects to pursue Project B and not Project A. What is the opportunity cost in this scenario?

- A. \$331,013
- B. There is not enough information to know as the risk for Project B has not been quantified
- C. \$235,987
- D. \$567,000

Answer: C

NEW QUESTION 25

- (Topic 1)

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

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

Answer: B

NEW QUESTION 27

- (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 29

- (Topic 2)

Robert is the business analyst for his organization and he's working with several stakeholders to identify the business need for an opportunity. Robert needs to identify the stakeholder that will be responsible for authorizing the actions needed in order to meet the identified business need. Which stakeholder does Robert need to identify?

- A. Sponsor
- B. Customer
- C. Implementation Subject Matter Expert
- D. Regulator

Answer: A

NEW QUESTION 31

- (Topic 2)

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

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

Answer: B

NEW QUESTION 33

- (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 35

- (Topic 2)

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

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

Answer: A

NEW QUESTION 40

- (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 43

- (Topic 2)

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

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

Answer: B

NEW QUESTION 47

- (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 52

- (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 55

- (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 57

- (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 62

- (Topic 2)

You have identified several problems that you need to track as the business analysis duties progress. You want to make certain that the identified activities are resolved. What document elicitation technique can help in this scenario?

- A. Brainstorming
- B. Observation
- C. Interviews
- D. Problem tracking

Answer: D

NEW QUESTION 66

- (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 68

- (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 71

- (Topic 2)

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

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

Answer: C

NEW QUESTION 74

- (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 78

- (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 include
- D. The implementation approach describes the new capabilities required to meet the business nee

Answer: A

NEW QUESTION 80

- (Topic 2)

Yolanda is the web designer for your company and you are the business analyst. You are working with Yolanda on a new website that your company will host. You'd like for her to create a mock-up of the website without spending much time on the actual workings behind the web interface. You'd like for her to show the customer how the website will look, some idea of the functionality of the website, and some basic graphics and colors so the customer can see the direction of the project.

What type of prototype are you asking Yolanda to create?

- A. Mock-up prototype
- B. Vertical prototype
- C. Storyboard prototype
- D. Horizontal prototype

Answer: D

NEW QUESTION 81

- (Topic 2)

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

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

Answer: D

NEW QUESTION 83

- (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 nee
- B. Determines the things that are believed to be true in the solution but they have not yet been proven to be tru
- C. Determines if an organization can justify the investment required to deliver the proposed s olutio
- D. Defines the business need, identified key stakeholders, describes the positive impact of the solutio

Answer: A

NEW QUESTION 85

- (Topic 2)

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

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

Answer: D

NEW QUESTION 89

- (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 94

- (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 97

- (Topic 3)

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

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

Answer: D

NEW QUESTION 100

- (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 105

- (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 109

- (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 111

- (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 114

- (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 116

- (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 120

- (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 121

- (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 126

- (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 127

- (Topic 3)

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

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

Answer: D

NEW QUESTION 132

- (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 134

- (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 135

- (Topic 3)

When does the lessons learned document is updated?

- A. At planning phase.
- B. At execution phase.
- C. At closing phase.

D. Throughout the project lifecycle.

Answer: D

NEW QUESTION 139

- (Topic 3)

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

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

Answer: C

NEW QUESTION 143

- (Topic 3)

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

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

Answer: D

NEW QUESTION 148

- (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 153

- (Topic 3)

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

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

Answer: B

NEW QUESTION 156

- (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 161

- (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 166

- (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 171

- (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 173

- (Topic 3)

Which of the following techniques involves attempting to make and numerically determine the probability of various adverse events and measuring the likely extent of the losses?

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

Answer: D

NEW QUESTION 178

- (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 182

- (Topic 3)

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

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

Answer: C

NEW QUESTION 186

- (Topic 3)

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

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

Answer: D

NEW QUESTION 190

- (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 195

- (Topic 3)

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

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

Answer: C

NEW QUESTION 199

- (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 203

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