

## Exam Questions CBAP

Cetified business analysis professional (CBAP) appliaction

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#### NEW QUESTION 1

- (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 2

- (Topic 1)

When do change requests generally increase in a project?

- A. During the project's launch
- B. Towards the beginning of the project
- C. During the project scope management processes
- D. Towards the end of the project

**Answer: D**

#### NEW QUESTION 3

- (Topic 1)

What plan will describe the stakeholder groups, communication needs, and the level of formality that is appropriate for the requirements?

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

**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. Analysis technique
- C. Team roles
- D. Requirements for solutions acceptance

**Answer: D**

#### NEW QUESTION 5

- (Topic 1)

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

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

**Answer: B**

#### NEW QUESTION 6

- (Topic 1)

What does the T in SWOT analysis mean?

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

**Answer: B**

#### NEW QUESTION 7

- (Topic 1)

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

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

D. Solution approach

**Answer:** D

#### NEW QUESTION 8

- (Topic 1)

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

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

**Answer:** C

#### NEW QUESTION 9

- (Topic 1)

You are 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 10

- (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 10

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 12

- (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 14

- (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 17

- (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 18

- (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 19

- (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 22

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 24

- (Topic 1)

You are the business analyst for your organization and are working with Jennifer to conduct stakeholder analysis. You would like to create a RACI chart to help with the roles of the people involved in the stakeholder analysis process. Jennifer is not familiar with this chart and asks what does RACI mean. Which one of the following best describes the RACI chart in the conduct stakeholder analysis process?

- A. It's a matrix that uses the Responsible, Accountable, Consult, and Inform tasks as part of the stakeholder analysis proces
- B. It's a role and responsibility chart that identifies when stakeholders are needed in the business analyst dutie
- C. It's a matrix that uses Role, Action, Consult, and Inform as part of the conduct stakeholder analysis proces
- D. It's a rule that the business analyst can use to identify all of the needed stakeholders: roles, actions, communications, and interes

**Answer:** A

#### NEW QUESTION 25

- (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 28

- (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 nee

- 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 32

- (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 located
- C. A stakeholder map is a visual diagram that depicts the stakeholders' actions as responsible, accountable, consult, and inform
- D. A stakeholder map is a visual diagram that depicts the relationship of the stakeholders to the solution and to one another

**Answer:** D

#### NEW QUESTION 35

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 36

- (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 40

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 44

- (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 46

- (Topic 1)

You are completing enterprise analysis. Management has asked you to create a document that will help them create a go/no go decision to invest and move forward with a proposed project. What document does management want you to create?

- A. Feasibility study
- B. Project scope
- C. Solution scope
- D. Business case

**Answer:** D

#### NEW QUESTION 47

- (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 50

- (Topic 1)

You and Tom are writing the solution scope for a new project in your organization. You need to create a method to define what solution will and will not provide for the organization. What technique can you and Tom use to establish appropriate boundaries for the solution?

- A. Interviews with the key stakeholders
- B. User stories
- C. Functional decomposition
- D. Scope modeling

**Answer:** D

#### NEW QUESTION 52

- (Topic 1)

When is stakeholder analysis performed?

- A. As soon as the project charter is create
- B. As soon as the project sponsor is name
- C. As soon as a business need is identifie
- D. As soon as a business solution is identifie

**Answer:** C

#### NEW QUESTION 55

- (Topic 1)

What part of defining the business needs process will evaluate the ends that the organization is seeking to achieve?

- A. Business goals and objectives
- B. Alternative identification
- C. Solution assessment
- D. Requirements

**Answer:** A

#### NEW QUESTION 57

- (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 58

- (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 61

- (Topic 1)

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

- A. Hire additional resource
- B. Launch a new projec



- C. Hire contractors to complete the project wor
- D. Move onto the next opportunit

**Answer:** B

#### NEW QUESTION 66

- (Topic 1)

You need to identify assumptions as part of the assessment of capability gaps. Which of the following is an example of an assumption?

- A. The project manager believes that her project team members can program in COBO
- B. All vendors must have security clearanc
- C. The software must be compatible with the current operating syste
- D. The risk in the project must be quantifie

**Answer:** A

#### NEW QUESTION 70

- (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 purse Project B and not Project A. What is the opportunity cost in this scenario?

- A. \$331013
- B. There is not enough information to know as the risk for Project B has not been quantifie
- C. \$235,987
- D. \$567,000

**Answer:** C

#### NEW QUESTION 71

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 73

- (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 75

- (Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 77

- (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 domai
- B. A methodology is a short term endeavor to create a unique product or servic
- C. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirement
- D. A methodology is a formalized and repeatable business analysis approac

**Answer:** D

#### NEW QUESTION 79

- (Topic 2)

You are completing the requirements for vendor selection and need to create a procurement form that will ask the vendor to provide only a price for commercial-off-the-shelf solution. What type of procurement form will you need to provide to the vendor?

- A. Request for proposal
- B. Purchase order
- C. Request for information
- D. Request for quote

**Answer:** D

#### NEW QUESTION 80

- (Topic 2)

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

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

**Answer:** B

#### NEW QUESTION 85

- (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 implement
- C. The requirements are ranked from easiest to hardest to implement
- D. The requirements are categorized by the likelihood of management approving the requirement

**Answer:** C

#### NEW QUESTION 86

- (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 87

- (Topic 2)

You are the business analyst for a new project. Part of this project is for the project team to manually install new workstations through the company's campus. Based on your research you have determined that the project team can install 25 new workstations per hour. Since there is a fixed amount of time that these workstations need to be installed you are considering adding additional labor for the implementation. You are also considering to adjust the prioritization of the project requirements based on the amount of workstations the project team can install per hour. What does the 25 workstations per hour represent in this scenario?

- A. Report project
- B. Parametric estimate
- C. Timeboxing
- D. Planning

**Answer:** C

#### NEW QUESTION 91

- (Topic 2)

What does the T in SWOT analysis mean?

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

**Answer:** D

#### NEW QUESTION 95

- (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 96

- (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 97

- (Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 101

- (Topic 2)

You are the business analyst for your organization and are preparing for the conduct elicitationactivity. 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 102

- (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 106

- (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 107

- (Topic 2)

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

- A. To analyze the processes of an organization to determine what processes can be improved, removed, or adde
- B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunitie

- C. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improve
- D. To analyze the functioning of an organization and to provide an insight into opportunities for improvement

**Answer:** D

#### NEW QUESTION 108

- (Topic 2)

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

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

**Answer:** A

#### NEW QUESTION 109

- (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 110

- (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 114

- (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 115

- (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 116

- (Topic 2)

You are the business analyst for your organization and are preparing for the conduct elicitation activities. You'll have six inputs as you prepare for this activity. Which one of the following is not a valid input for the requirements elicitation activity?

- A. Requirements management plan
- B. Documented elicitation results
- C. Solution scope
- D. Business need

**Answer:** B

#### NEW QUESTION 118

- (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 proces
- B. You need to determine which elicitation techniques are needed for the requirements gathering techniqu
- C. You need to ensure all needed resources are organized and scheduled for conducting the elicitation activitie
- D. You need to receive permission from functional management to interview and elicit requirements for the stakeholder

**Answer:** C

#### NEW QUESTION 119

- (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 124

- (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 129

- (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 131

- (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 134

- (Topic 2)

You are the business analyst for a large project that will create new software for the entire organization. This new software will affect all of the administrative assistants in the organization schedule meetings, reserve facilities, and share calendars. There are approximately 2,400 administrative assistants in your organization and not all of these people can attend requirements gathering workshops. What approach can you use to manage and gather requirements from these 2,400 administrative assistants?

- A. You can meet with a small group of administrative assistants and assume their requirements are reflective of the remaining group of administrative assistant
- B. You will need to meet with all of the administrative assistants as part requirements elicitati o
- C. You can meet with a small group of administrative assistants that will serve as representatives for the remaining administrative assistant
- D. You can meet with the administrative assistants' manager

**Answer:** C

#### NEW QUESTION 139

- (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 143

- (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 147

- (Topic 2)

The requirements elicitation process requires that the business analyst and team prepare for the requirements elicitation activities. There are three specific inputs that the business analyst will need in preparing for the requirements elicitation. Which of the following is NOT one of the three inputs the business analyst will use as he prepares for requirements elicitation?

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

**Answer:** B

#### NEW QUESTION 150

- (Topic 2)

There are four inputs to writing the business case as part of enterprise analysis. Which one of the following is not an input to writing the business case process?

- A. Business need
- B. Assumptions and constraints
- C. Requirements verification
- D. Stakeholder concerns

**Answer:** C

#### NEW QUESTION 152

- (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 155

- (Topic 2)

What type of requirements elicitation technique is the Delphi Technique?

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

**Answer:** A

#### NEW QUESTION 156

- (Topic 2)

You 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 157

- (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 160

- (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 162

- (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 166

- (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 169

- (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 174

- (Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 178

- (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 182

- (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 187

- (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 189

- (Topic 3)

All of the following are examples of transference risk response except for which one?

- A. Warranties
- B. Performance bonds
- C. Life cycle costing
- D. Use of insurance

**Answer:** C

#### NEW QUESTION 191

- (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 196

- (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 197

- (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 201

- (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 206

- (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 208

- (Topic 3)

Which of the following is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope?

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

**Answer:** A

#### NEW QUESTION 212

- (Topic 3)

Which of the following is concerned with determining whether the information used for risk analysis is probable, of high class, or accurate?

- A. Risk Urgency Assessment
- B. Risk Probability and Impact Assessment
- C. Risk Categorization
- D. Risk Data Quality Assessment

**Answer:** D

#### NEW QUESTION 216

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 220

- (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 221

- (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 225

- (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 230

- (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 231

- (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 235

- (Topic 3)

Which of the following is NOT a component of flowchart?

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

**Answer:** B

#### NEW QUESTION 238

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 240

- (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 243**

- (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 245**

- (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 248**

- (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 250**

- (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 251**

- (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 254**

- (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 259**

- (Topic 3)

Which of the following authorizes the project to exist within the organization?

- A. Project charter

- B. Project network diagram
- C. Project integration management
- D. Project boundaries

**Answer:** A

#### NEW QUESTION 263

- (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 264

- (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 268

- (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 273

- (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 278

- (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 280

- (Topic 3)

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

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

**Answer:** B

#### NEW QUESTION 285

- (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 287

- (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 291

- (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 296

- (Topic 3)

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

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

**Answer:** C

#### NEW QUESTION 298

- (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 302

- (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 303

- (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 304

- (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 306

- (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 309

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