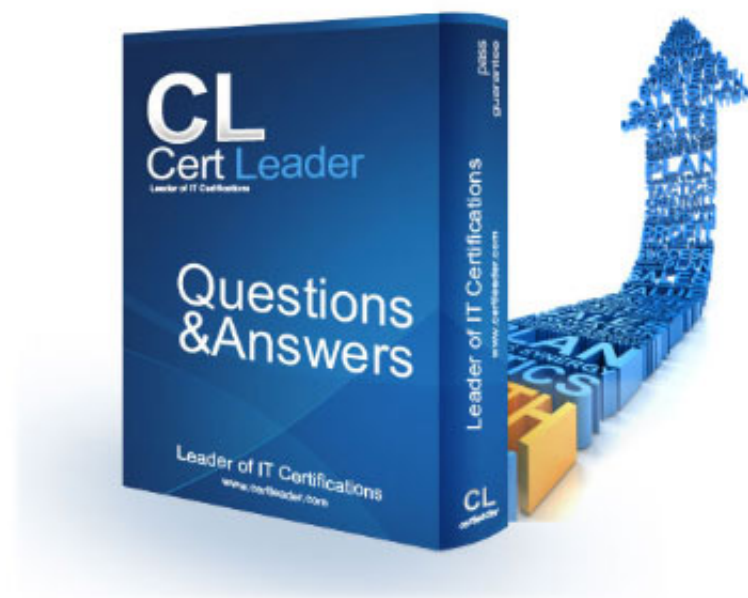


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NEW QUESTION 1

- (Topic 1)

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

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

Answer: D

NEW QUESTION 2

- (Topic 1)

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 3

- (Topic 1)

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

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

Answer: A

NEW QUESTION 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. 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 6

- (Topic 1)

You are the business analyst for your organization and have many solutions available to an identified problem. You would like a way to quickly and fairly determine which solution is the best choice for your organization. Which of the following approaches would allow you to determine the top-rated solutions for your organization? Question No : 35 - (Topic 1) IIBA CBAP : Practice Test

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

Answer: A

NEW QUESTION 7

- (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 8

- (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 9

- (Topic 1)

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. 4225
- D. 65

Answer: A

NEW QUESTION 10

- (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 10

- (Topic 1)

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 12

- (Topic 1)

When is stakeholder analysis performed?

- A. As soon as the project charter is created
- B. As soon as the project sponsor is named
- C. As soon as a business need is identified
- D. As soon as a business solution is identified

Answer: C

NEW QUESTION 17

- (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 19

- (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 23

- (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 approach
- B. A methodology is a short term endeavor to create a unique product or service
- 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 domain
- D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements

Answer: A

NEW QUESTION 25

- (Topic 1)

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

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

Answer: C

NEW QUESTION 28

- (Topic 2)

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

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

Answer: C

NEW QUESTION 30

- (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 32

- (Topic 2)

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

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

Answer: C

NEW QUESTION 35

- (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 36

- (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 39

- (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 43

- (Topic 2)

You are the business analyst for a large project in your organization. You are working with Ben to create requirements packages to present to the stakeholders, the business analyst team, and to the project manager. Ben wants to know why you're creating requirements packages. What's the primary goal of developing a requirements package?

- A. To convey the cost, schedule, and risk information clearly
- B. To convey information clearly and in an understandable fashion
- C. To present the requirements in packages that are easy for the project team to accomplish in their project execution
- D. To help the project manager create the work breakdown structure

Answer: B

NEW QUESTION 45

- (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 46

- (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 49

- (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 53

- (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 56

- (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 57

- (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 60

- (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 62

- (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 64

- (Topic 2)

You are the business analyst for your organization. Management has asked you to create a plan that will define the proposed structure and schedule for communicating the business analysis activities to the appropriate stakeholders. What plan does management want you to create?

- A. Business Analysis Plan
- B. Business Analysis Communications Plan

- C. Communications management plan
- D. Stakeholder Management Plan

Answer: B

NEW QUESTION 65

- (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 66

- (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 70

- (Topic 2)

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

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

Answer: D

NEW QUESTION 71

- (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 75

- (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 76

- (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 techniqu
- B. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holl
- C. Stakeholders may miss information and the requirements could become ambiguou
- D. The stakeholders may not know who's in charge of the solutio

Answer: C

NEW QUESTION 80

- (Topic 2)

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

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

Answer: D

NEW QUESTION 82

- (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 85

- (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 86

- (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 89

- (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 92

- (Topic 3)

Which of the following is a narrative description of the work required for the project?

- A. Contract work breakdown structure (CWBS)
- B. Work breakdown structure (WBS)
- C. Contract statement of work (CSOW)
- D. Statement of work (SOW)

Answer: D

NEW QUESTION 96

- (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 99

- (Topic 3)

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

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

Answer: D

NEW QUESTION 101

- (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 103

- (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 107

- (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 111

- (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 112

- (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 114

- (Topic 3)

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

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

Answer: D

NEW QUESTION 115

- (Topic 3)

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

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

Answer: A

NEW QUESTION 116

- (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 117

- (Topic 3)

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

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

Answer: A

NEW QUESTION 120

- (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 121

- (Topic 3)

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

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

Answer: B

NEW QUESTION 126

- (Topic 3)

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

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

Answer: B

NEW QUESTION 129

- (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 134

- (Topic 3)

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

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

Answer: B

NEW QUESTION 136

- (Topic 3)

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

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

Answer: D

NEW QUESTION 137

- (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 142

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