

Exam Questions CBAP

Cetified business analysis professional (CBAP) appliaction

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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)

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 3

- (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 4

- (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 5

- (Topic 1)

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

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

Answer: A

NEW QUESTION 6

- (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 7

- (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 8

- (Topic 1)

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

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

Answer: A

NEW QUESTION 9

- (Topic 1)

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

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

Answer: B

NEW QUESTION 10

- (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 10

- (Topic 1)

You are the business analyst for your organization and you are completing the verify requirements process. There are eight characteristics each requirements should have: cohesive, complete, consistent, correct, and feasible. Which one of the following four is not a characteristic of a requirement?

- A. Functional
- B. Modifiable
- C. Unambiguous
- D. Testable

Answer: A

NEW QUESTION 13

- (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 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 20

- (Topic 1)

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

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

Answer: C

NEW QUESTION 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 process
- B. It's a role and responsibility chart that identifies when stakeholders are needed in the business analyst duties
- C. It's a matrix that uses Role, Action, Consult, and Inform as part of the conduct stakeholder analysis process
- D. It's a rule that the business analyst can use to identify all of the needed stakeholders: roles, actions, communications, and interests

Answer: A

NEW QUESTION 27

- (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 28

- (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 33

- (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 38

- (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 42

- (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 45

- (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 more 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 46

- (Topic 1)

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

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

Answer: A

NEW QUESTION 48

- (Topic 1)

What element of the plan business analysis process affects the business analysis duties that need to be performed?

- A. The experience of the business analyst
- B. The experience of the project manager
- C. The expected completion date of the business analysis duties
- D. The type of project or initiative

Answer: D

NEW QUESTION 53

- (Topic 1)

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

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

Answer: D

NEW QUESTION 57

- (Topic 1)

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

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

Answer: D

NEW QUESTION 58

- (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 63

- (Topic 1)

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

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

Answer: B

NEW QUESTION 66

- (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 67

- (Topic 1)

Nancy has asked you to trace a particular requirement for her. What does 'to trace a requirement' mean? A. Tracing a requirement means to look at a requirement and the others to which it is related. It links risk, cost, quality, and scope elements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

- A. Tracing a requirement means to look at a requirement and the others to which it is related
- B. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution components
- C. Tracing a requirement means to look at a requirement and the others to which it is related
- D. It links business requirements to components in the project's work breakdown structure
- E. Tracing a requirement means to track a requirements from its first identification all the way to its completion to see what issues, risks, costs, quality, and defects have surrounded the requirement

Answer: B

NEW QUESTION 72

- (Topic 1)

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

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

Answer: B

NEW QUESTION 75

- (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 78

- (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 83

- (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 87

- (Topic 1)

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

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

Answer: D

NEW QUESTION 88

- (Topic 1)

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

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

Answer: A

NEW QUESTION 91

- (Topic 1)

Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as a useful starting point for identifying actors and roles?

- A. Scope modeling
- B. Requirements workshops
- C. Scenario and uses cases and user stories
- D. Interviews

Answer: C

NEW QUESTION 96

- (Topic 1)

Rachel is writing the business case for her organization. As she's completing this process Rachel is concerned that she's including all the correct information for management. Which one of the following should Rachel not include in her business case?

- A. Time to break even

- B. Opportunities to prioritize requirements
- C. Follow-on opportunities
- D. Qualitative and quantitative benefits

Answer: B

NEW QUESTION 101

- (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 104

- (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 109

- (Topic 2)

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

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

Answer: D

NEW QUESTION 114

- (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 115

- (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 117

- (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 120

- (Topic 2)

Management would like you to front-load the requirements with the most risk requirements. Why would management prefer the risky requirements first in the prioritization?

- A. So if the risk comes true the project will fail with little investment in the work
- B. So if the risk comes true then the project manager can mitigate the risk even
- C. So if the risk comes true they'll receive the reward as soon as possible
- D. So if the risk comes true then there's ample time to correct the problem

Answer: A

NEW QUESTION 123

- (Topic 2)

What does the T in SWOT analysis mean?

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

Answer: D

NEW QUESTION 128

- (Topic 2)

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

Answer: C

NEW QUESTION 129

- (Topic 2)

Which of the following statements best describes the purpose of the confirm elicitation results process?

- A. Validate that the stated requirements expressed by the stakeholders match the solution the organization has proposed
- B. Validate that the stated requirements expressed by the stakeholders match the stakeholders' understanding of the problem and the stakeholders' need
- C. Validate that the stated requirements expressed by the stakeholders match the documented requirements of the project sponsor
- D. Validate that the stated requirements expressed by the stakeholders match the project scope

Answer: B

NEW QUESTION 130

- (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 135

- (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 136

- (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 141

- (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 146

- (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 149

- (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 152

- (Topic 2)

There are just three inputs to the assess proposed solution process. Which of the following is NOT one of the inputs for the assess proposed solution process?

- A. Requirements
- B. Decision analysis
- C. Assumptions and constraints
- D. Solution options

Answer: B

NEW QUESTION 153

- (Topic 2)

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

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

Answer: B

NEW QUESTION 154

- (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 157

- (Topic 2)

Marcy is the business analyst for her organization. She is completing the business analysis task of defining the business needs. She has the business goals and objectives and the requirements stated documentation. What must she confirm about the requirements stated documentation before defining the business need based on her analysis?

- A. The requirements must reflect actual business requirements, not a description of the solution
- B. The requirements must contain no or little risk
- C. The requirements must reflect proposed solutions as part of alternative identification
- D. The requirements must be compatible with the refinement of the business goals and objectives

Answer: A

NEW QUESTION 160

- (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 163

- (Topic 2)

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

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

Answer: D

NEW QUESTION 164

- (Topic 2)

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

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

Answer: C

NEW QUESTION 168

- (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 169

- (Topic 2)

You are the business analyst for the NHQ Organization. Management has asked that you examine the workflow and internal processes for order fulfillment. Specifically they'd like you to complete an in-depth analysis and documentation of the business problems and opportunities that may exist for the organization. What business analysis knowledge area does this activity map to?

- A. Requirements elicitation
- B. Solution assessment and validation
- C. Enterprise analysis
- D. Requirements management and communication

Answer: C

NEW QUESTION 171

- (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 172

- (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 174

- (Topic 2)

What business analysis plan defines the process to be followed in managing the solution scope and requirements?

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

Answer: A

NEW QUESTION 178

- (Topic 2)

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

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

Answer: C

NEW QUESTION 179

- (Topic 2)

You are the business analyst for a solution that has 435 stakeholders. How many communication channels exist in this project?

- A. 188,790
- B. 189,225
- C. 94,395
- D. 435

Answer: C

NEW QUESTION 182

- (Topic 2)

You are the business analyst for a large, complex solution and you are working with the stakeholders to determine the prioritization of the requirements. You would like to use the decision analysis to determine the best decision for the requirements outcome. You must know four things as part of decision analysis. Which one of the following will not help you with this approach to the requirements prioritization process?

- A. The values, goals, and objectives that are relevant to the requirements
- B. The consequences of each possible decision
- C. The nature of the decision that must be made
- D. The future value of the requirements

Answer: D

NEW QUESTION 186

- (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 188

- (Topic 2)

The creative thinking process has three values to determine the effectiveness of the process.

Which one of the following is not a measurement of effective creative thinking?

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

Answer: B

NEW QUESTION 190

- (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 elicitation
- 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 191

- (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 193

- (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 196

- (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 197

- (Topic 2)

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

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

Answer: A

NEW QUESTION 202

- (Topic 2)

Martha is observing Gary complete several activities as part of her requirements elicitation process. Martha is simply observing the steps Gary takes to complete his work and she is taking notes. In this instance Martha does not ask Gary any questions. What type of observation technique is Martha completing?

- A. Shadowing
- B. Active
- C. Passive
- D. Usage consideration

Answer: C

NEW QUESTION 207

- (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 212

- (Topic 3)

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

This approach is called _____.

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

Answer: A

NEW QUESTION 216

- (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 217

- (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 219

- (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 223

- (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 226

- (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 227

- (Topic 3)

You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

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

Answer: B

NEW QUESTION 232

- (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 235

- (Topic 3)

Which of the following process models needs to complete each set of tasks in one phase before moving into the next phase in a project development life cycle?

- A. Procedural model
- B. Evolutionary model
- C. Spiral model
- D. Waterfall model

Answer: D

NEW QUESTION 237

- (Topic 3)

Which of the following compares two or more systems, states, services, products, or things to determine the best viable choice?

- A. Benchmarking
- B. Risk Identification
- C. Risk analysis
- D. Cost-benefit analysis

Answer: A

NEW QUESTION 240

- (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 241

- (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 243

- (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 245

- (Topic 3)

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

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

Answer: B

NEW QUESTION 250

- (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 255

- (Topic 3)

Which of the following is NOT a component of flowchart?

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

Answer: B

NEW QUESTION 257

- (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 260

- (Topic 3)

Which of the following processes is must at the end of each project phase to determine the completeness of the project work and to gain the customer's acceptance to move the project forward?

- A. Scope verification
- B. Inspection of key results
- C. Quality control
- D. Phase gate review

Answer: A

NEW QUESTION 263

- (Topic 3)

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

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

Answer: C

NEW QUESTION 265

- (Topic 3)

Which of the following is a procurement document?

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

Answer: D

NEW QUESTION 266

- (Topic 3)

Which of the following participants have to keep the minutes and details of the conversation during Interviews?

- A. Stakeholder
- B. Scribe
- C. Business Analyst
- D. End user

Answer: B

NEW QUESTION 267

- (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 268

- (Topic 3)

Which of the following tasks does not rely on other activities, and no other activities rely on this task completing?

- A. Analysis task
- B. Independent task
- C. Predecessor task
- D. Dependent task

Answer: B

NEW QUESTION 270

- (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 271

- (Topic 3)

Which of the following is not a hygiene agent according to Frederick Herzberg theory?

- A. The chance to excel

- B. Job security
- C. A paycheck
- D. Clean and safe working conditions

Answer: A

NEW QUESTION 275

- (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 278

- (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 279

- (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 282

- (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 283

- (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 287

- (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 288

- (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 290

- (Topic 3)

Which of the following roles works with the project team to understand the deliverables and then teaches the users of the deliverables how to utilize the project's product?

- A. End user
- B. Database analyst
- C. Stakeholder
- D. Trainer

Answer: D

NEW QUESTION 294

- (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 295

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