

Exam Questions CBAP

Certified business analysis professional (CBAP) application

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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)

You are the business analyst for your organization and you are completing the manage requirements traceability process. You are tracking the requirements to determine how the requirements are interrelated with one another and with the actual delivery of the project scope.

There are actually three reasons why the business analyst should trace requirements. Which one of the following is not one of the three reasons why trace requirements is useful?

- A. Impact analysis
- B. Requirements coverage
- C. Requirements allocation
- D. Quality control

Answer: D

NEW QUESTION 4

- (Topic 1)

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

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

Answer: A

NEW QUESTION 5

- (Topic 1)

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

Answer: B

NEW QUESTION 6

- (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 7

- (Topic 1)

What business analysis element tries to identify as many potential options as possible to meet the business objectives and fill identified gaps in capabilities?

- A. Ranking of approaches
- B. Decision analysis
- C. Documentation of assumptions and constraints
- D. Alternative generation

Answer: D

NEW QUESTION 8

- (Topic 1)

You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than \$300,000 to implement and support for one year. What does the \$300,000 represent? A. Solution cost

- A. Budget
- B. Requirements
- C. Constraint

Answer: D

NEW QUESTION 9

- (Topic 1)

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

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

Answer: D

NEW QUESTION 10

- (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 13

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

Answer: D

NEW QUESTION 18

- (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 19

- (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 21

- (Topic 1)

You are the business analyst for your organization. Management wants you to prioritize the identified requirements by the requirements that have the highest likelihood of success. Why would management want you to prioritize the requirements with this factor even though some of the requirements may be difficult to implement?

- A. They want a fast return on investment
- B. They want to show early success in the implementation to the project stakeholder
- C. They don't understand the requirement
- D. They want to avoid penalties or fines due to a pending law

Answer: B

NEW QUESTION 24

- (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 26

- (Topic 1)

You have identified a task in your task list that cannot be completed until the inspector for the project signs off on the initial deliverables. The inspector's signoff on the initial deliverables is called what?

- A. Assumption
- B. Dependency
- C. Milestone
- D. Constraint

Answer: B

NEW QUESTION 28

- (Topic 1)

Management has asked you, a business analyst for your organization, to create the solution scope for an identified problem. In order to complete this task you'll need three elements. All of the following are elements you'll need in order to write the solution scope except for which one?

- A. Work breakdown structure
- B. Implementation approach
- C. Solution scope definition
- D. Dependencies

Answer: A

NEW QUESTION 31

- (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 32

- (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 34

- (Topic 1)

You are creating the solution scope for a proposed solution in your organization. You need to understand the scope of work that needs to be completed. You elect to identify the solution scope and then break the solution scope into smaller work products or deliverables. What technique are you using in this instance?

- A. Interface analysis
- B. Scope modeling
- C. Vision statement creation
- D. Functional decomposition

Answer: D

NEW QUESTION 39

- (Topic 1)

Fred's organization is using a plan-driven approach for the business analysis deliverables. In this approach how will the requirements be captured?

- A. Fred will use the appropriate documentation at the discretion of the business analysis team .
- B. Fred will use the project management information system
- C. Fred will use whatever business analysis forms are most appropriate
- D. Fred will use standardized template

Answer: D

NEW QUESTION 44

- (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 need
- 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 49

- (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 51

- (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 55

- (Topic 1)

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

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

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

Answer: A

NEW QUESTION 60

- (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 63

- (Topic 1)

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

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

Answer: A

NEW QUESTION 65

- (Topic 1)

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 67

- (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 69

- (Topic 1)

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

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

Answer: B

NEW QUESTION 74

- (Topic 1)

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

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

Answer: D

NEW QUESTION 79

- (Topic 1)

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

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

Answer: D

NEW QUESTION 84

- (Topic 1)

You are the business analyst for your organization and are beginning the requirements analysis processes. Which one of the following statements best describes the requirements analysis processes?

- A. It ensures that analysis and implementation efforts focus on the most critical requirements .
- B. It covers the definition of stakeholder requirements, which describe what a solution must be capable of doin
- C. It defines all of the work, and only the required work, to complete the project objective
- D. It is conformity to requirements and a fitness for us

Answer: B

NEW QUESTION 88

- (Topic 1)

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

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

Answer: B

NEW QUESTION 91

- (Topic 1)

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

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

Answer: B

NEW QUESTION 96

- (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 100

- (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 105

- (Topic 1)

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

- A. It is the expected deliverables that will be beneficial for the organizatio
- B. It is the point in time when the solution will be complete
- C. It is the duration of each phase of the project until the solution earns a profi

D. It is the point in time for the solution to break even on cost and begin earning a profit

Answer: D

NEW QUESTION 108

- (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 111

- (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 115

- (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 117

- (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 119

- (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 120

- (Topic 2)

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

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

Answer: A

NEW QUESTION 121

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

Answer: A

NEW QUESTION 122

- (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 127

- (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 129

- (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 133

- (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 137

- (Topic 2)

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

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

Answer: C

NEW QUESTION 138

- (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 propose
- 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 sponso
- D. Validate that the stated requirements expressed by the stakeholders match the project scop

Answer: B

NEW QUESTION 141

- (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 144

- (Topic 2)

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

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

Answer: A

NEW QUESTION 149

- (Topic 2)

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

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

Answer: A

NEW QUESTION 153

- (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 158

- (Topic 2)

The RGQ Organization utilizes a change log. What is a change log?

- A. It is a document that records all change requests for the projec
- B. It is a document that tracks all unauthorized changes to the project solutio
- C. It is a document that tracks all characteristics and status of changes that have been receive
- D. It is a document that tracks the changes that have been received, including their implementation to the project solutio

Answer: C

NEW QUESTION 162

- (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 identificatio
- D. The requirements must be compatible with the refinement of the business goals and object ive

Answer: A

NEW QUESTION 165

- (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 166

- (Topic 2)

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

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

Answer: C

NEW QUESTION 167

- (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 172

- (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 173

- (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 175

- (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 177

- (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 182

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

Answer: A

NEW QUESTION 186

- (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 191

- (Topic 2)

You are the business analyst for your organization. You want to use a requirements elicitation technique to produce a broad set of options for an identified problem. You want the stakeholders to help you identify options, factors that affect the solution, any possible delays in the solution implementation, and ideas for creating a solution. Which of the following requirements elicitation activities would best satisfy these requirements?

- A. Benchmarking
- B. Brainstorming
- C. Data flow diagrams
- D. Business rules analysis

Answer: B

NEW QUESTION 195

- (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 199

- (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 200

- (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 201

- (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 205

- (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 207

- (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 210

- (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 215

- (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 218

- (Topic 2)

Your organization needs to adapt to the changing 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 219

- (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 222

- (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 226

- (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 229

- (Topic 2)

You are the business analyst for your organization. You are working with several IT professionals to determine all of the connected systems in your organization. You are creating a mapping of the servers, workstations, printers, and other connected devices and their purposes for an analysis of how information is input, processed, stored, and output from each system. What business analysis process are you completing?

- A. Networking topology mapping
- B. Data dictionary and glossary creation
- C. Data flow diagram
- D. Prototype

Answer: C

NEW QUESTION 230

- (Topic 2)

You are the business analyst for your organization. Your current project is using a plan-driven approach for the requirements, business analysis, and monitoring. Which one of the following statements best describes the plan-driven approach to business analysis planning and monitoring?

- A. Plan-driven approaches determine how priorities will be diagnosed for the project solution
- B. Plan-driven approaches encourage changes that prevent errors and omission
- C. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process
- D. Plan-driven approaches typically call for a significant amount of formality and detail

Answer: D

NEW QUESTION 235

- (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 organization
- C. \$109,000
- D. \$456,000

Answer: A

NEW QUESTION 239

- (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 243

- (Topic 3)

Which of the following charts is a quality control tool to show categories of defects?

- A. Pareto chart
- B. RACI chart
- C. Gantt chart
- D. RAM chart

Answer: A

NEW QUESTION 248

- (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 250

- (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 254

- (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 255

- (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 256

- (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 Chart
- C. Critical Path Method
- D. Scatter chart

Answer: C

NEW QUESTION 260

- (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 261

- (Topic 3)

Which of the following diagrams is known as Ishikawa diagram?

- A. Activity
- B. Data-flow
- C. Cost-Benefit
- D. Cause-and Effect

Answer: D

NEW QUESTION 263

- (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 268

- (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 271

- (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 276

- (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 277

- (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 280

- (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 285

- (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 288

- (Topic 3)

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

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

Answer: C

NEW QUESTION 291

- (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 296

- (Topic 3)

Which of the following is NOT a component of flowchart?

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

Answer: B

NEW QUESTION 301

- (Topic 3)

When does the lessons learned document is updated?

- A. At planning phase.
- B. At execution phase.
- C. At closing phase.
- D. Throughout the project lifecycle.

Answer: D

NEW QUESTION 303

- (Topic 3)

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

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

Answer: D

NEW QUESTION 308

- (Topic 3)

Which of the following displays the relative importance of the defects?

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

Answer: A

NEW QUESTION 309

- (Topic 3)

Which of the following defines how the project scope should be created, executed, monitored and controlled, and then validated?

- A. Scope variance plan
- B. Scope management plan
- C. Staffing management plan
- D. Schedule management plan

Answer: B

NEW QUESTION 312

- (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 316

- (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 319

- (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 323

- (Topic 3)

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

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

Answer: B

NEW QUESTION 324

- (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 327

- (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 329

- (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 331

- (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 332

- (Topic 3)

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

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

Answer: A

NEW QUESTION 333

- (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 334

- (Topic 3)

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

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

Answer:

B

NEW QUESTION 336

- (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 338

- (Topic 3)

Which of the following defines how the project will be estimated, budgeted, and how changes to cost will be managed?

- A. Cost management plan
- B. Cost variance reports
- C. Control chart
- D. Coercive power

Answer: A

NEW QUESTION 340

- (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 341

- (Topic 3)

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

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

Answer: D

NEW QUESTION 344

- (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 347

- (Topic 3)

In risk analysis, which of the following can be identified as a consequence of a disaster?

- A. Loss of operating capability
- B. Loss of goodwill
- C. Loss of competitive edge
- D. Loss of stockholder confidence

Answer: A

NEW QUESTION 351

- (Topic 3)

Which of the following communicates from the program-level perspective - a clear understanding and statement of the technical objectives and the end products, services, or results of the work to be performed?

- A. Scope statement
- B. Preliminary scope statement
- C. Program work breakdown structure

D. Program charter

Answer: C

NEW QUESTION 356

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