IIBA

Exam Questions CBAP

Cetified business analysis professional (CBAP) appliaction

NEW QUESTION 1
- (Topic 1)
You are coaching Marcy, a new business analyst for your organization, on business analysis processes. Marcy is concerned about the define solution scope process, especially the implementation approach element. Which of the following statements best defines the implementation approach element for Marcy?

A. The implementation approach is described in terms of the major features and functions thatare to be include
B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solutio
C. The implementation approach describes the new capabilities required to meet the business nee
D. The implementation approach describes how the chosen solution approach will deliver the solution scop

Answer: D

NEW QUESTION 2
- (Topic 1)
Wanda is the business analyst for her organization and she is currently working on the specify and model requirements process. One of the elements of this process is the documentation of the textual requirements. Wanda must describe the capabilities of the solution, any conditions that must exist for the requirements to operate, and what third component of the textual requirement?

A. Any constraints that may prevent the solution from fulfilling the requirement
B. Write in the active voice
C. Describe a situation or problem
D. Express only one requirement at a time

Answer: A

NEW QUESTION 3
- (Topic 1)
What is the term used to describe the cost of the solution after the solution has been implemented in production by a vendor?

A. Total ownership costing
B. Lifecycle maintenance fees
C. Sustainability fees
D. Total cost of ownership

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 idea
B. The goal should be to generate ten ideas within a set time perio
C. The goal should be to come up with the best solution for the problem, not ten idea
D. The goal should be to include everyone's input to the solution

Answer: A

NEW QUESTION 5
- (Topic 1)
The business analysis approach generally defines all of the following attributes except for which one?

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

Answer: D

NEW QUESTION 6
- (Topic 1)
What does the T in SWOT analysis mean?

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

Answer: B

NEW QUESTION 7
- (Topic 1)
Jane is the business analyst for her organization and she is completing passive observation to identify improvement opportunities in the workflow. She notices that some of the employees perform certain customer-facing activities in a different format than the other workers. Is this a problem that can be addressed as part of an improvement opportunity?

A. It can be a problem as customers could become confused or frustrated because of the different approaches to the wor
B. It is not a problem unless there is a drop in sales so it should be left alon
C. It can be a problem as the enterprise environmental factors always call for consistency in all processe
D. It is not a problem unless the customer complain
E. If Jane has not noticed the customers complaining then the process should be left alon

Answer: A

NEW QUESTION 8
- (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 9
- (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 10
- (Topic 1)
You are the business analyst for your organization. You are preparing the business needs documentation for a new solution to an identified problem. Parts of your input for this process are the business goals and objectives set by your organization. What approach can you use to assess the business goal and their validity and longevity?

A. Functional decomposition
B. POLDAT
C. SMART
D. Root cause analysis

Answer: C

NEW QUESTION 10
- (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 investmen
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 la

Answer: B

NEW QUESTION 11
- (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 14
- (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 19
- (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 21
- (Topic 1)
You are the business analyst for your organization. A customer has approached your organization and is requesting that your company create new software for them that will help them collect customer information. In regard to enterprise analysis this business needs stems from which one of the following need generation approaches?

A. Bottom-up
B. External drivers
C. Middle management
D. Top-down

Answer: B

NEW QUESTION 25
- (Topic 1)
You are the business analyst for your organization. Management has asked that you create a method to store the project requirements including those under development, under review, and the requirements which have been approved. What is management asking you to create?

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

Answer: B

NEW QUESTION 27
- (Topic 1)
You are the business analyst for your organization and are working on organizing the identified requirements for a new solution. Nancy, your assistant in this process, says that these requirements aren't very complex. You agree but add that it's this thing that makes the overall solution complex. What thing adds to the level of complexity among requirements?

A. Relationships among the requirements
B. Management in the project
C. Stakeholders in the project
D. Cost and schedule constraints

Answer: A

NEW QUESTION 30
- (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 32
- (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 syste
C. Fred will use whatever business analysis forms are most appropriat
D. Fred will use standardized template

Answer: D

NEW QUESTION 34
- (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 locate
C. A stakeholder map is a visual diagram that depicts the stakeholders' actions as responsible, accountable consult, and infor
D. A stakeholder map is a visual diagram that depicts the relationship of the stakeholders to the solution and to one anothe

Answer: D

NEW QUESTION 38
- (Topic 1)
You are the business analyst for the NGQ Company. Management is concerned that their company is not able to meet an identified business need with their current existing structure, people, processes and technology. They've asked you to complete an analysis of their organization's ability to meet the identified business need. What business analysis process are you completing for your organization?

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

Answer: B

NEW QUESTION 40
- (Topic 1)
Paul is the business analyst for his organization. He is examining a single solution to determine if the solution he and his team have identified carries enough business value to justify its implementation. What business analysis process is Paul performing in this scenario?

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

Answer: D

NEW QUESTION 41
- (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 42
- (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 43
- (Topic 1)
You are the business analyst for your organization. Management realizes that a proposed solution has risks that may cause the entire project to fail. They would like you to prioritize the requirements with maximum risks first so that if the project fails, there is little loss of capital in the project implementation. What requirements prioritization approach is management asking you to create in this instance?

A. Implementation difficulty
B. Business or technical risk
C. Likelihood of success
D. Relationship to other requirements

Answer: B

NEW QUESTION 48

- (Topic 1)
You are the business analyst for a solution that has 435 stakeholders. How many communication channels exist in this project?

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

Answer: C

NEW QUESTION 49
- (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 50
- (Topic 1)
You are the business analyst for your organization. Management has asked that in the business case you're creating that you also include the projected costs and benefits to be realized and how those and benefits will be assessed and evaluated. What term matches management's request?

A. Cost-benefits justification
B. Risk assessment
C. SWOT analysis
D. Results measurements

Answer: D

NEW QUESTION 55
- (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 56
- (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 relate
B. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution component
C. Tracing a requirement means to look at a requirement and the others to which it is relate
D. It links business requirements to components in the project's work breakdown structur
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 58
- (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 60
- (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 61
- (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 63
- (Topic 1)
You are the business analyst for your organization and management has asked that you identify opportunities to improve the operations of the business. You notice that some of the stakeholders use several pieces of software and several duplicate activities within eachsoftware package to generate data reports for customers. What type of recommendation can you make in regard to this observation?

A. You can address the automation of how the workers perfor
B. You will need to perform active observation first to understand the processes in more detai
C. You can address the non-functional requirements of the activitie
D. You will need to perform passive observation first to understand the processes in moredetai

Answer: A

NEW QUESTION 68
- (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 73
- (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 profi

Answer: D

NEW QUESTION 75
- (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 77
- (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 80
- (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 85
- (Topic 1)
You are the business analyst for a large project in your organization. While your company prefers face-to-face communications there are many stakeholders located in different geographical locations. How can you still effectively serve as a business analyst when the stakeholders are not collocated?

A. You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst dutie
B. You will need to implement videoconference
C. Add more business analysts in each of the geographical locatio
D. You will need the stakeholders to periodically gather in one local

Answer: B

NEW QUESTION 86
- (Topic 2)
You are the business analyst for your organization and preparing to complete the requirements elicitation activities. Your manager wants to know when the requirements elicitation process will be completed. Which of the following responses best describes the nature of the requirements elicitation process?

A. The schedule of the project determines the duration of the requirements elicitation process .
B. The duration of the requirements elicitation activities is determined by the willingness of the project stakeholders to contribute to the requirements informatio
C. The size of the project determines the duration of the requirements elicitation proces
D. Eliciting requirements is not a compartmentalized activit

Answer: D

NEW QUESTION 90
- (Topic 2)
You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing.
What technique can you use to track problems with the requirements?

A. Problem tracking
B. Issue tracking
C. RTM
D. Baselining

Answer: A

NEW QUESTION 94
- (Topic 2)
You are the business analyst for your organization. You are currently working with Susan on creating a model as part of the specify and model requirements process. Susan doesn't understand why you need a model. You explain to Susan that a model is just a simplified representation of a complex reality that is useful for understanding that reality and making decisions regarding it. In fact, you tell Susan, model can do all of the following except one option.
Choose the option that model cannot do?

A. Define the resources that will be needed on the project team
B. Define boundaries for the business domain
C. Describe a situation or problem
D. Describe thought processes and action flows

Answer: A

NEW QUESTION 96
- (Topic 2)
Which of the following is the best definition of the business rules analysis?

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

Answer: C

NEW QUESTION 99

- (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 implementatio
B. The requirements are ranked most difficult to easiest to implemen
C. The requirements are ranked from easiest to hardest to implemen
D. The requirements are categorized by the likelihood of management approving the requirem ent

Answer: C

NEW QUESTION 104
- (Topic 2)
You are the business analyst for a new project. Part of this project is for the project team to manually install new workstations through the company's campus. Based on your research you have determined that the project team can install 25 new workstations per hour. Since there is a fixed amount of time that these workstations need to be installed you are considering adding additional labor for the implementation. You are also considering to adjust the prioritization of the project requirements based on the amount of workstations the project team can install per hour. What does the 25 workstations per hour represent in this scenario?

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

Answer: C

NEW QUESTION 106
- (Topic 2)
You are the business analyst for your organization and are coaching Roberta on how business analysis works. Roberta is confused about what a business analysis methodology is during the business analysis planning and monitoring phase of the business analysis duties. What is a methodology?

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

Answer: C

NEW QUESTION 107
- (Topic 2)
What requirements elicitation involves carefully selected stakeholders and subject matter experts for a short, intensive period (usually for one to a few days) to define and document the requirements for a solution?

A. Many-to-many interviews
B. Requirements workshop
C. Focus group
D. Prototyping

Answer: B

NEW QUESTION 112
- (Topic 2)
Mark is the business analyst for his organization. He is working with the solution development team and he believes that the team does not want to implement a certain portion of the requirements. The team is expressing the difficulty of the requirements and how it will be extremely challenging to complete. When Mark asks about a similar project that the team completed, they insist that this is a different type of requirements though Mark believes that it is not. What is the solution development team appearing to do to the requirements?

A. Change the prioritization of the requirements based on the past projec
B. Change the prioritization of the requirements based on overstated complexity of the project wor
C. Get the requirements removed from the project scop
D. Have the business analyst report the difficulty of the project work to the project custome

Answer: B

NEW QUESTION 117
- (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 122
- (Topic 2)
You are the business analyst for your organization and are working with Ralph who is also a business analyst at your company. You have moved one of the requirements higher in the prioritization of the requirements because it is needed to be implemented before some of the more important requirements are done. Ralph disagrees with your placement of the requirement because you are to rank the requirements based on their level of difficulty. Who is correct and why?

A. Ralph is correct because the requirements are always to be ranked by importance or business valu
B. You are correct because the lower priority requirements must be completed before the higher priority requirements can be don
C. You are correct because you are the senior business analys
D. Ralph is correct because the sequence of requirements is actually done with the project activity lis

Answer: B

NEW QUESTION 125
- (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 130
- (Topic 2)
You are working with Tom, a key stakeholder, in your business analysis duties. Tom is askingyou about the desired outcome for current business opportunity. Which one of the following is NOT an example of a desired outcome?

A. Implement new machinery to complete the work processes faster
B. Increase sales
C. Reduce costs
D. Reduce time to deliver a product or service

Answer: A

NEW QUESTION 134
- (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 135
- (Topic 2)
You are the business analyst for your organization and are preparing for the conduct elicitationactivity. You'll need several stakeholders' roles as you prepare for this activity in your organization. Which one of the following stakeholders may be responsible to dictate that a specific process or technique be followed during your requirements elicitation activities?

A. Project manager
B. Regulator
C. Functional management
D. Project sponsor

Answer: B

NEW QUESTION 136
- (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 138
- (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 142
- (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 146
- (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 149
- (Topic 2)
All of the following are techniques that can be used to specify or model requirements except for which one?

A. Organization modeling
B. Data modeling
C. Work breakdown structure creation
D. State diagrams

Answer: C

NEW QUESTION 150
- (Topic 2)
Management comes to you and asks you to complete some specifications and models
about the current state of the organization. Management wants you to complete this
business analysis activity as soon as possible and report back to them with your findings.
What is the primary purpose of the specify and model requirements process?

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

Answer: D

NEW QUESTION 151
- (Topic 2)
You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project. How many channels exist in this project based on the number of stakeholders?

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

Answer: A

NEW QUESTION 154
- (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 157
- (Topic 2)
You are the business analyst for your organization and are about to conduct requirements elicitation for a process to streamline the customer fulfillment system your organization uses. You need to understand how the people, processes, and technology within the customer fulfillment system operates before you begin the elicitation process. What type of analytical thinking are you participating in this scenario?

A. Problem solving
B. Creative thinking
C. Brainstorming
D. System thinking

Answer: D

NEW QUESTION 160
- (Topic 2)
You are the business analyst for your organization and are working with Sally, a project manager, for your organization. You and Sally are determining the cost of the labor, materials, equipment, and facilities in order to achieve the different solutions that have been proposed for an identified problem. What is this process called?

A. Cost budgeting
B. Expert judgment
C. Rough order of magnitude cost estimating
D. Scoping the project costs

Answer: C

NEW QUESTION 165
- (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 be 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 169
- (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 inpu
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 gathere

Answer: D

NEW QUESTION 174
- (Topic 2)
You are the business analyst for your organization and are preparing for the conduct elicitation activities. You'll have six inputs as you prepare for this activity. Which one of the following is not a valid input for the requirements elicitation activity?

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

Answer: B

NEW QUESTION 177
- (Topic 2)
Martha is observing Sarah complete several complex steps as part of her business analysis requirements elicitation process. In this instance Martha working alongside Sarah is actually helping Sarah complete the work so that Martha can understand all of the steps Sarah must complete. What type of requirements elicitation technique is Martha using?

A. Progressive elaboration
B. Shadowing
C. Cross training requirements elicitation

D. Active observation

Answer: D

NEW QUESTION 181
- (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 183
- (Topic 2)
Herb is the business analyst for the HYY Organization. As Herb is completing the organize requirements process he recognizes that requirements typically need to answer one question for identification. What is the one interrogative that requirements should answer?

A. What
B. When
C. Why
D. How

Answer: A

NEW QUESTION 187
- (Topic 2)
Which one of the following statements best describes requirements prioritization?

A. It determines how requirements will be prioritized based on the most important stakeholders to the least important stakeholder
B. It is only used with the change-driven approach to business analysi
C. It is only used with the plan-driven approach to business analysi
D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scop

Answer: D

NEW QUESTION 189
- (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 194
- (Topic 2)
You are the business analyst for your organization and you are working with Bill on creating a model. Bill is a little confused about all the different things a model can do for the stakeholders.
You explain to Bill that a model can do all of the following except for which one?

A. Define the risk and reward for the requirements
B. Categorize and create hierarchies of items
C. Define boundaries for business domains
D. Show business logic

Answer: A

NEW QUESTION 195
- (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 200
- (Topic 2)
You are the business analyst for your organization and are planning the business analysis approach. One of the techniques you are considering for this undertaking is to rate the available methodologies against the organizational needs and objectives. Which of the following terms describes the business analysis technique that you are currently considering in this scenario?

A. Structured walkthrough
B. Decision analysis
C. Cause-and-effect analysis
D. Process modeling

Answer: B

NEW QUESTION 205
- (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 210
- (Topic 2)
You are the business analyst for your organization. As part of the requirements prioritization you have given each key stakeholder $10,000 in play money to distribute among the identified requirements. Each stakeholder can assign their play money to any of the requirements, but the requirements will be prioritized based on the value of the play money assigned to each requirement. What type of requirements prioritization is happening in this scenario?

A. Resource leveling
B. Confirmation management
C. Utility function
D. Voting

Answer: D

NEW QUESTION 214
- (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 218
- (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 223
- (Topic 2)
Gina has been asked to provide decision analysis for her solution scope. Which one of the following best describes the decision analysis technique?

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

Answer: D

NEW QUESTION 228
- (Topic 2)
Which solution scope technique can help the business analyst understand the scope of the work by breaking down the scope into smaller work products?

A. Interface analysis
B. User stories
C. Functional decomposition
D. Scope modeling

Answer: C

NEW QUESTION 230
- (Topic 2)
You are the business analyst for your organization and need a method to requirements elicitation from nearly 12,000 stakeholders. You want a method to quickly capture this group's feelings and thoughts to identify what the majority of this group needs and wants in a new solution your organization may create. What requirements elicitation technique can be used in this scenario?

A. Interviews
B. Trend analysis
C. Focus groups
D. Surveys

Answer: D

NEW QUESTION 234
- (Topic 2)
You organization needs to adapt to the change economy, new technologies, and an increase in competition in order to survive. They've asked you to complete a business analysis approach that will help them change their organizational policies in order to achieve their goals and objectives.
What business analysis technique has this organization asked you to complete?

A. Focus groups
B. Business rules analysis
C. Brainstorming
D. Root cause analysis

Answer: B

NEW QUESTION 236
- (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 238
- (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 242
- (Topic 2)
Your organization is using a plan-driven approach to business analysis. What must you do with all of the communication documents created as part of this high-priority project that you areserving as the business analyst for?

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

Answer: D

NEW QUESTION 245

- (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. Work decomposition
D. Organization modeling

Answer: B

NEW QUESTION 249
- (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 250
- (Topic 3)
Which of the following chart shows the correlation between project team members and the work they've been assigned to complete?

A. Pie chart
B. Responsibility Assignment Matrix (RAM) chart
C. Gantt chart
D. RACI chart

Answer: B

NEW QUESTION 251
- (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 256
- (Topic 3)
Which of the following techniques is used to test customer acceptance of the solution and to measure marketplace demand?

A. Interviews
B. Market Survey
C. Technology Assessment
D. Prototyping

Answer: B

NEW QUESTION 257
- (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 258
- (Topic 3)
Which of the following graphical presentations of a project plan is most appropriate for presenting to upper management?

A. Pie chart
B. Pareto Chat
C. Critical Path Method
D. Scatter chart

Answer: C

NEW QUESTION 259
- (Topic 3)
Which of the following processes is used to make certain that the project team members are completing the project work according to the project plan?

A. Project time management
B. Project scope management
C. Quality management plan
D. Quality control

Answer: D

NEW QUESTION 263
- (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 267
- (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 271
- (Topic 3)
Which of the following can be an effective tool during quality control to help determine the how the problem occurred?

A. Rework
B. Trend Analysis
C. Flowcharting
D. Pareto Diagram

Answer: C

NEW QUESTION 272
- (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 275
- (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 278
- (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 281
- (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 285
- (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 286
- (Topic 3)
The _____, an output of the define scope process, does document the process and criteria for accepting completed products.

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

Answer: C

NEW QUESTION 290
- (Topic 3)
Holly is the business analyst for her organization. Management has asked Holly to create a document that will define solution alternatives and how each identified solution may provide an expected business benefit to meet the identified business need. Management has asked Holly to provide data and statistics in this document to support her claims and findings. What type of document is management asking Holly to create?

A. Vision statement
B. Project scope statement
C. Feasibility study
D. Current state assessment

Answer: C

NEW QUESTION 291
- (Topic 3)
Which of the following tasks cannot start until other tasks are completed?

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

Answer: B

NEW QUESTION 293
- (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 295
- (Topic 3)
Which of the following documents is described in the statement below?

"It is a type of procurement document used to request proposals from prospective sellers of products or services."

A. Request for quote
B. Request for information
C. Request for bid
D. Request for proposal

Answer: D

NEW QUESTION 300
- (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 301
- (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 306
- (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 309
- (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 314
- (Topic 3)
Which of the following chartsis important to ensurethat 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 316
- (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 320
- (Topic 3)
Which of the following is the process of defining and analyzing the dangers to individuals, businesses, and government agencies posed by potential natural and human-caused adverse events?

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

Answer: A

NEW QUESTION 324
- (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 327
- (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 328
- (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 330
- (Topic 3)
Which of the following is an estimate based on past projects to predict the current cost and/or duration of the current project? A. Current estimate

A. Past project cost
B. Past estimate
C. Top-down estimate

Answer: D

NEW QUESTION 335
- (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 340
- (Topic 3)
Which of the following roles helps assess the data requirements of a project, identifies data assets, and helps the project team complete data modeling requirements?

A. Database analyst
B. End user
C. Subject matter expert
D. Information architect

Answer: D

NEW QUESTION 343
- (Topic 3)
Which of the following is a flowchart that shows all the processes and the interfaces that interact with the project processes?

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

Answer: A

NEW QUESTION 346
- (Topic 3)
Which of the following is a method of displaying the timelines of all the various subtasks that are involved in any project?

A. Pie chart
B. Scatter chart
C. Activity network diagram
D. Cost-benefit analysis

Answer: C

NEW QUESTION 350
- (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 353
- (Topic 3)
Which of the following charts is described in the statement below?
"It shows the causes of a certain event. A common use of this diagram is to identify potential factors causing an overall effect. It helps identify causal factors and contributing causes."

A. Ishikawa
B. Flowchart
C. Process configuration chart
D. Control chart

Answer: A

NEW QUESTION 356
- (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 359
- (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 361
- (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 364
- (Topic 3)
_____ are timeless events that show progress in the project. These are typically achieved at the end of phase in the project lifecycle.

A. Achievements
B. Millstones
C. Phases
D. Templates

Answer: B

NEW QUESTION 367
- (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 368
- (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 369
- (Topic 3)
Which of the following is NOT a component of an entity relationship diagram?

A. Attributes
B. Relationships
C. Forks
D. Entities

Answer: C

NEW QUESTION 373
- (Topic 3)
Which of the following techniques involves determining and documenting the variance between business requirements and current capabilities?

A. Risk analysis
B. Schedule analysis
C. GAP analysis
D. Cost benefit analysis

Answer: C

NEW QUESTION 376
- (Topic 3)
Which of the following are directed conversations for gathering ideas, opinions about a product, service, problem, or opportunity?

A. Interviews
B. Group discussions
C. Feedback loops
D. Focus groups

Answer: D

NEW QUESTION 378
- (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 383
- (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 385
- (Topic 3)
Which of the following requires that all parties in the conflict must give up something?

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

Answer: D

NEW QUESTION 389
- (Topic 3)
_____ is a process to determine the completeness of the project work and to gain the customer's acceptance to move the project forward.

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

Answer: C

NEW QUESTION 390
- (Topic 3)
Which of the following requirement attributes lacks any ambiguous characteristics?

A. Understandable
B. User Requirements Document (URD)
C. Unambiguous
D. Urgency

Answer: A

NEW QUESTION 393
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