

Exam Questions CBAP

Certified business analysis professional (CBAP) application

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NEW QUESTION 1

- (Topic 1)

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

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

Answer: A

NEW QUESTION 2

- (Topic 1)

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

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

Answer: A

NEW QUESTION 3

- (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 4

- (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 5

- (Topic 1)

You are creating a model for your requirements. Which model type categorizes and describes the people who directly interact with a solution?

- A. Rules
- B. User classes, profiles, or roles
- C. Concepts and relationships
- D. Events

Answer: B

NEW QUESTION 6

- (Topic 1)

Which stakeholder must approve the business analysis approach to ensure that the business analysis approach is compatible with the other project activities?

- A. Project sponsor
- B. Project manager
- C. Project customer
- D. Change control board

Answer: B

NEW QUESTION 7

- (Topic 1)

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

- A. Problem tracking

- B. Pareto charts
- C. Trend analysis
- D. Root cause analysis

Answer: D

NEW QUESTION 8

- (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 9

- (Topic 1)

When can changes to requirements occur in a business analysis planning and monitoring assignment?

- A. Change to requirements can occur any time before the project scope statement is created
- B. Changes to requirements can occur at any time
- C. Changes to requirements can occur any time after the project's change control system has been enacted
- D. Change to requirements can occur at any time before the key stakeholders approve the identified requirement

Answer: B

NEW QUESTION 10

- (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 10

- (Topic 1)

Which one of the following terms is not a business analysis planning and monitoring approach?

- A. Structured walkthroughs
- B. Decision analysis
- C. Requirements elicitation
- D. Process modeling

Answer: C

NEW QUESTION 14

- (Topic 1)

You are preparing a business case for your organization to determine the justification of the costs of the solution in relation to benefits the solutions will bring the organization. You need four inputs to complete this process. Which one of the following is not an input that will help you write the business case?

- A. Feasibility study
- B. Stakeholder concerns
- C. Assumptions and constraints
- D. Business need

Answer: A

NEW QUESTION 19

- (Topic 1)

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

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

Answer: D

NEW QUESTION 23

- (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 26

- (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 31

- (Topic 1)

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

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

Answer: B

NEW QUESTION 34

- (Topic 1)

When an organization is using a change-driven approach to business analysis, how are communications managed?

- A. Communications in a change-driven approach to business analysis focus more on the frequency of communication
- B. Communications in a change-driven approach typically use face-to-face channel
- C. Communications in a change-driven approach focus more on formal communication
- D. Communications in a change-driven approach are all ad hoc

Answer: A

NEW QUESTION 36

- (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 37

- (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 duties
- B. You will need to implement videoconference
- C. Add more business analysts in each of the geographical locations
- D. You will need the stakeholders to periodically gather in one local

Answer: B

NEW QUESTION 42

- (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 43

- (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 45

- (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. Baselineing

Answer: A

NEW QUESTION 46

- (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 50

- (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 policies
- 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 policies
- D. To define the historical information that is available for the business analyst to rely on for his research

Answer: C

NEW QUESTION 51

- (Topic 2)

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

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

Answer: B

NEW QUESTION 52

- (Topic 2)

What does the T in SWOT analysis mean?

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

Answer: D

NEW QUESTION 54

- (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 57

- (Topic 2)

You are working with Tom, a key stakeholder, in your business analysis duties. Tom is asking you 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 61

- (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 65

- (Topic 2)

You are the business analyst for your organization. You are identifying new opportunities to improve upon your existing web services. Management is open to new opportunities as long as the changes do not take more than 60 days to implement. What type of a factor does the 60 day implementation represent?

- A. Technical constraint
- B. Schedule constraint
- C. Business constraint
- D. Assumption

Answer: C

NEW QUESTION 69

- (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 74

- (Topic 2)

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

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

Answer: D

NEW QUESTION 78

- (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 83

- (Topic 2)

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

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

Answer: C

NEW QUESTION 85

- (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 88

- (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 91

- (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 95

- (Topic 2)

Mark is the business analyst for his organization. Mark and his business analysis team have used the whiteboard to record the documentation as the result of requirements elicitation. What must be done with this information if Mark uses a whiteboard?

- A. The scribe must include the white board information as part of the minute
- B. The business analyst must transfer the information to another medium before the whiteboard is erase
- C. The business analyst must document the white board information and get all participants' approval of the recordin
- D. The regulator must approve the writings on the whiteboar

Answer: B

NEW QUESTION 97

- (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 102

- (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 103

- (Topic 2)

Which one of the following is the most accurate definition of the solution scope?

- A. Defines what must be delivered in order to meet the business nee
- B. Determines the things that are believed to be true in the solution but they have not yet been proven to be tru
- C. Determines if an organization can justify the investment required to deliver the proposed s olutio
- D. Defines the business need, identified key stakeholders, describes the positive impact of the solutio

Answer: A

NEW QUESTION 105

- (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 solutio
- 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 proces
- D. Plan-driven approaches typically call for a significant amount of formality and detai

Answer: D

NEW QUESTION 107

- (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 112

- (Topic 3)

Which of the following is the process of developing a document that formally authorizes a project or a phase? A. Define Scope

- A. Develop Schedule
- B. Develop Project Charter
- C. Create Work Breakdown Structure

Answer: C

NEW QUESTION 113

- (Topic 3)

Which of the following software development life cycles is a methodology that divides the project into phases, and the project manager focuses on control of time, cost, and scope?

- A. Spiral
- B. Agile
- C. Waterfall
- D. Incremental

Answer: C

NEW QUESTION 115

- (Topic 3)

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

- A. Resource breakdown structure (RBS)

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

Answer: A

NEW QUESTION 119

- (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 123

- (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 125

- (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 127

- (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 130

- (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 134

- (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 139

- (Topic 3)

Which of the following is a table of all stakeholders showing the mapping of which stakeholders will contribute information to other stakeholders?

- A. RACI Chart
- B. Communications Requirements Matrix
- C. Project scope statement
- D. Organizational Breakdown Structure

Answer: B

NEW QUESTION 142

- (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 144

- (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 149

- (Topic 3)

Which of the following defines the deliverable the customer is expecting?

- A. Project charter
- B. Procurement management plan
- C. Product scope statement
- D. Project network diagram

Answer: C

NEW QUESTION 151

- (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 153

- (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 156

- (Topic 3)

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

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

Answer: A

NEW QUESTION 160

- (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 165

- (Topic 3)

Which of the following terms is used to describe a major deliverable or key even in the project used to measure project progress?

- A. Project life cycle
- B. Phase
- C. Achievement
- D. Milestone

Answer: D

NEW QUESTION 169

- (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 171

- (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 172

- (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 175

- (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 180

- (Topic 3)

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

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

Answer: B

NEW QUESTION 182

- (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 183

- (Topic 3)

Which of the following is a conversation between one or more speakers centering on one specific topic?

- A. Feedback loop
- B. Presentation
- C. Survey
- D. Formal requirements review

Answer: A

NEW QUESTION 184

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