



## **IIBA**

### **Exam Questions CBAP**

Certified business analysis professional (CBAP) application

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#### NEW QUESTION 1

- (Topic 1)

What plan includes the description of the scope of work, the deliverable Work Breakdown Structure, the activity list, and estimates for the business analysis activities?

- A. Project management plan
- B. Implementation plan
- C. Requirements management plan
- D. Business analysis plan

**Answer: D**

#### NEW QUESTION 2

- (Topic 1)

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 3

- (Topic 1)

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

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

**Answer: A**

#### NEW QUESTION 4

- (Topic 1)

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 5

- (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 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)

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 requirement
- B. You may need to determine the schedule for each requirement
- 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 requirements

**Answer: C**

#### NEW QUESTION 8

- (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 9

- (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 10

- (Topic 1)

You are the business analyst for a smaller project where there are few requirements. Management would still like you to create a method to trace the few requirements for this project. What type of matrix would be best in this instance?

- A. Roles and responsibility matrix
- B. RACI matrix
- C. Coverage matrix
- D. Requirements trace matrix

**Answer: C**

#### NEW QUESTION 10

- (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 15

- (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 19

- (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 20

- (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 21

- (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 22

- (Topic 1)

You are the business analyst for your organization. You are currently working with Steve on the organize requirements process. You and Steve have elected to use the user stories approach for this process. What is the user stories approach for requirements organization?

- A. Stakeholders' experiences equate to the stakeholder requirement
- B. Stakeholders are interviewed and their experiences are recorded to help identify the requirement
- C. Stakeholders' objectives are described to identify the requirements that the solution will need to support
- D. Stakeholders are interviewed and their stories are recorded as part of the requirement

**Answer:** C

#### NEW QUESTION 25

- (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 28

- (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 pursue 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 quantified
- C. \$235,987
- D. \$567,000

**Answer:** C

#### NEW QUESTION 30

- (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 32

- (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 33

- (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 36

- (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 38

- (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 42

- (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 44

- (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 46

- (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 47

- (Topic 2)

Enterprise analysis provides many things for an organization. All of the following are tasks included in enterprise analysis except for which one?

- A. Determine solution approach
- B. Define business need
- C. Assess capability gaps
- D. Solution performance assessment

**Answer: D**

#### NEW QUESTION 49

- (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 51

- (Topic 2)

You are preparing the business case for a proposed solution in your organization. You need to identify several components for the business case including an assessment of the risks the solution may contain. Which one of the following is the best definition of a risk as it pertains to the business case?

- A. Risk is an uncertain event or condition that may have both positive and negative effects on the solution
- B. Risk is an uncertain event that can cause the organization to lose more money than it invests in the solution
- C. Risk is a potential event that can cause the solution to fail
- D. Risks are threats to the organization's success

**Answer: A**

#### NEW QUESTION 52

- (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 addressed
- B. To help determine which requirements carry the most risk
- C. To help determine the total cost for the solution to be implemented
- D. To help determine the total time for the solution to be implemented

**Answer: A**

#### NEW QUESTION 53

- (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 57

- (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 62**

- (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 66**

- (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 70**

- (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 73**

- (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 77**

- (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 82**

- (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 86**

- (Topic 2)

The requirements elicitation process requires that the business analyst and team prepare for the requirements elicitation activities. There are three specific inputs that the business analyst will need in preparing for the requirements elicitation. Which of the following is NOT one of the three inputs the business analyst will use as he prepares for requirements elicitation?

- A. Solution scope
- B. Change request
- C. Business need
- D. Stakeholder list

**Answer: B**

#### NEW QUESTION 91

- (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 95

- (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 100

- (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 101

- (Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 105

- (Topic 2)

What element of the conduct elicitation activity is tracked to provide a basis for future planning?

- A. Time actually spent eliciting the requirements
- B. Number of stakeholders that did not participate in the requirements elicitation
- C. Cost of actually eliciting the requirements
- D. Changes that entered the scope throughout the requirements elicitation activities

**Answer: A**

#### NEW QUESTION 110

- (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 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 113**

- (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 114**

- (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 115**

- (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 117**

- (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 121**

- (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 123**

- (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 125

- (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 127

- (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 130

- (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 134

- (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 136

- (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 139

- (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 141**

- (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 145**

- (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 150**

- (Topic 3)

Which of the following models demonstrates the attributes, operations, and relationship to entities within the solution?

- A. Entity Relationship
- B. Data disctionary
- C. Class model
- D. CRUD matrix

**Answer: C****NEW QUESTION 155**

- (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 158**

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