

Exam Questions CBAP

Certified business analysis professional (CBAP) application

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NEW QUESTION 1

- (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 2

- (Topic 1)

Your organization is using a plan-driven approach to business analysis. What characteristic must be true of changes in the approach that your organization is using?

- A. All the changes only occur if they are less than an agreed factor, such as ten percent of the solution's overall cost or a percentage of the project's schedule
- B. All the changes only occur if they are less than ten percent of the solution's overall cost
- C. All the changes only occur if they are genuinely necessary
- D. Changes are generally not permitted in the plan-driven approach to business analysis

Answer: C

NEW QUESTION 3

- (Topic 1)

When do change requests generally increase in a project?

- A. During the project's launch
- B. Towards the beginning of the project
- C. During the project scope management processes
- D. Towards the end of the project

Answer: D

NEW QUESTION 4

- (Topic 1)

What does the T in SWOT analysis mean?

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

Answer: B

NEW QUESTION 5

- (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 work
- B. It is not a problem unless there is a drop in sales so it should be left alone
- C. It can be a problem as the enterprise environmental factors always call for consistency in all processes
- D. It is not a problem unless the customer complains
- E. If Jane has not noticed the customers complaining then the process should be left alone

Answer: A

NEW QUESTION 6

- (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 7

- (Topic 1)

What document defines the business needs, identifies key stakeholders, and describes the positive impact the solution will provide on the key stakeholders?

- A. Project charter
- B. Project scope statement
- C. Solution scope
- D. Vision statement

Answer: D

NEW QUESTION 8

- (Topic 1)

You are the business analyst for your organization. You are coaching Tom about the different approaches to business analysis. Which type of business analysis approach has the most business analysis work at the beginning of the project or during the start of a project phase?

- A. Change-driven approach
- B. Value-driven approach
- C. Plan-driven approach
- D. Requirements-driven approach

Answer: C

NEW QUESTION 9

- (Topic 1)

You are the business analyst for your organization. On your current project you'll be using the change-driven approach for defining requirements and gathering feedback. Which of the following statements best describes the change-driven approach?

- A. The change-driven approach favors defining requirements through experimentation
- B. The change-driven approach does not define the requirements until after a solution for the problem has been identified
- C. The change-driven approach favors defining requirements standardized template
- D. The change-driven approach favors defining requirements through team interaction

Answer: D

NEW QUESTION 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 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 11

- (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 13

- (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 16

- (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 19

- (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 24

- (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 25

- (Topic 1)

You are creating the solution scope for an identified problem in your organization. You are working with several stakeholders during this process including the domain subject matter expert, the implementation subject matter expert, the project manager, and the sponsor. Which of these stakeholders will be responsible for writing the project scope?

- A. Domain subject matter expert
- B. Business analyst
- C. Project manager
- D. Sponsor

Answer: C

NEW QUESTION 29

- (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 32

- (Topic 1)

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

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

Answer: D

NEW QUESTION 34

- (Topic 1)

When is stakeholder analysis performed?

- A. As soon as the project charter is create
- B. As soon as the project sponsor is name
- C. As soon as a business need is identifie
- D. As soon as a business solution is identifie

Answer: C

NEW QUESTION 35

- (Topic 1)

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

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

Answer: D

NEW QUESTION 39

- (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 41

- (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 42

- (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 47

- (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 49

- (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 50

- (Topic 1)

Gary is the business analyst for his organization and he is preparing a presentation about the requirements for a large software development project. Before Gary makes the presentation what should he do as part of his preparation for the presentation? A. Determine an appropriate format for the presentation.

- A. Confirm that he has the authority to host the presentatio
- B. Confirm that the stakeholders have signed off on the requirement
- C. Hire a scribe to keep the minutes of the meetin

Answer: A

NEW QUESTION 52

- (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 54

- (Topic 1)

You are the business analyst for your organization and working with Tim to identify the assumptions within the business solution. Which one of the following is an assumption?

- A. The vendor believes the hardware should arrive by December 1
- B. The software must be compatible with Windows Vista
- C. The software must cost less than \$99 per license
- D. The hardware must costs less than \$450 per uni

Answer: A

NEW QUESTION 55

- (Topic 1)

You are the business analyst for your organization and are in the process of creating the solution approach for a technology problem. Which one of the following definitions best describes the solution approach?

- A. It is the documentation and control of changes to the product scope as approved by the project stakeholder
- B. Defines the general approach that will be taken to create or acquire new capabilities required to meet the business need
- C. It is an uncertain event or condition that may have a positive or negative impact on the abilities of the chartered projec
- D. Decomposes the project scope into smaller deliverables; each deliverable is subdivided repeatedly until the deliverable cannot or should not be broken down any furthe

Answer: B

NEW QUESTION 59

- (Topic 1)

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

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

Answer: A

NEW QUESTION 60

- (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 65

- (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 69

- (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 73

- (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 77

- (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 79

- (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 80

- (Topic 2)

It's often impossible or difficult to prove that the implementation of a solution will change the current state of an organization to the desired future state. The business analyst must document the characteristics and risk of the implementation of a solution in case the belief that the solution will achieve the desired results will prove invalid. What is the belief that the solution will create the desired effect for the organization called?

- A. Project
- B. Risk
- C. Assumption
- D. Model

Answer: C

NEW QUESTION 83

- (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 86

- (Topic 2)

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

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

Answer: A

NEW QUESTION 89

- (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 92

- (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 93

- (Topic 2)

What does the T in SWOT analysis mean?

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

Answer: D

NEW QUESTION 94

- (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 96

- (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 101

- (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 102

- (Topic 2)

Mary is the business analyst for your organization. She asks you what the purpose of the assess capability gaps task is. Which of the following is the best response to give Mary?

- A. It identifies new capabilities required by the organization to meet the business nee
- B. It identifies the causal factors that are contributing to an effect the solution will solv
- C. It describes the ends that the organization wants to improv
- D. It identifies the skill gaps in the existing resource

Answer: A

NEW QUESTION 104

- (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 107

- (Topic 2)

What requirements elicitation technique examines the available information, documentation, records, and history of a solution, organization, or cause to identify relevant information to the current business analysis duties?

- A. Benchmarking
- B. Dataflow diagrams
- C. Document analysis
- D. Requirements elicitation

Answer: C

NEW QUESTION 110

- (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 115

- (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 119

- (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 123

- (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 125

- (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 126

- (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 131

- (Topic 2)

Henry is the business analyst for his organization and is completing the conduct elicitation activity. Part of this activity is to record the results of the requirements elicitation process. All of the following are acceptable elements for requirements documentation except for which one?

- A. Text message sent via a secured mobile phone
- B. Written documents describing the outcomes
- C. Visual or audio recordings
- D. Whiteboards

Answer: A

NEW QUESTION 133

- (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 134

- (Topic 2)

You are the business analyst for your organization. For the past several months you have been completing the business analysis duties for the solution stakeholders. You now have, you believe, the solution requirements identified and documented. What must you now do with the requirements before proceeding?

- A. Make certain the stakeholders can pay for the solution and have them sign off on the requirement
- B. Present the solution to the project manager for his input
- C. Get all of the stakeholders to sign off on the requirement
- D. Make certain the stakeholders understand the requirements before they approve the requirements you've gathered

Answer: D

NEW QUESTION 139

- (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 140

- (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 analysis
- C. It is only used with the plan-driven approach to business analysis
- D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scope

Answer: D

NEW QUESTION 142

- (Topic 2)

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

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

Answer: D

NEW QUESTION 146

- (Topic 2)

You are the business analyst for a large project that will create new software for the entire organization. This new software will affect all of the administrative assistants in the organization schedule meetings, reserve facilities, and share calendars. There are approximately 2,400 administrative assistants in your organization and not all of these people can attend requirements gathering workshops. What approach can you use to manage and gather requirements from these 2,400 administrative assistants?

- A. You can meet with a small group of administrative assistants and assume their requirements are reflective of the remaining group of administrative assistant
- B. You will need to meet with all of the administrative assistants as part requirements elicitation
- C. You can meet with a small group of administrative assistants that will serve as representatives for the remaining administrative assistant
- D. You can meet with the administrative assistants' manager

Answer: C

NEW QUESTION 147

- (Topic 2)

There are four inputs to writing the business case as part of enterprise analysis. Which one of the following is not an input to writing the business case process?

- A. Business need
- B. Assumptions and constraints
- C. Requirements verification
- D. Stakeholder concerns

Answer: C

NEW QUESTION 152

- (Topic 2)

You are the business analyst for your organization. Management has asked you to create a plan that will define the proposed structure and schedule for communicating the business analysis activities to the appropriate stakeholders. What plan does management want you to create?

- A. Business Analysis Plan
- B. Business Analysis Communications Plan
- C. Communications management plan
- D. Stakeholder Management Plan

Answer: B

NEW QUESTION 154

- (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 159

- (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 162

- (Topic 2)

You are the business analyst for your organization and are preparing to conduct stakeholder analysis. As part of this process you realize that you'll need several inputs. Which one of the following is NOT an input you'll use for the conduct stakeholder analysis task?

- A. Enterprise architecture
- B. Enterprise environmental factors
- C. Organizational process assets
- D. Business need

Answer: B

NEW QUESTION 165

- (Topic 2)

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

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

Answer: D

NEW QUESTION 169

- (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 174

- (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 178

- (Topic 3)

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

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

Answer: A

NEW QUESTION 181

- (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 183

- (Topic 3)

All of the following are examples of transference risk response except for which one?

- A. Warranties
- B. Performance bonds
- C. Life cycle costing
- D. Use of insurance

Answer: C

NEW QUESTION 186

- (Topic 3)

Which of the following involves defining the various threats, determining the extent of vulnerabilities, and devising countermeasures against a possible attack?

- A. Qualitative risk analysis
- B. Risk analysis
- C. Risk assessment
- D. Quantitative risk analysis

Answer: A

NEW QUESTION 190

- (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 192

- (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 197

- (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 202

- (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 205

- (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 206

- (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 211

- (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 215

- (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 219

- (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 220

- (Topic 3)

Which of the following techniques is used to divide a project into controllable parts?

- A. Gantt Chart
- B. Pareto Chart
- C. WBS
- D. CPM

Answer: C

NEW QUESTION 223

- (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 224

- (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 226

- (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 228

- (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 230

- (Topic 3)

Which of the following types of elicitation allows each stakeholder to freely discuss their role in a particular process?

- A. Focus group
- B. Structured interview
- C. Quick Interview
- D. Unstructured interview

Answer: D

NEW QUESTION 233

- (Topic 3)

What portion of the communications model could be defined as the translator?

- A. Receiver
- B. Medium

- C. Translator
- D. Sender

Answer: B

NEW QUESTION 238

- (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 243

- (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 247

- (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 252

- (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 257

- (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 260

- (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 265

- (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 268

- (Topic 3)

Which of the following qualitative techniques involves a disciplined analysis of the event sequences that could transform a potential hazard into an accident?

- A. Failure mode and effects criticality analysis
- B. HAZOP technique
- C. Failure mode and effects analysis
- D. Preliminary Risk Analysis

Answer: D

NEW QUESTION 271

- (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 275

- (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 277

- (Topic 3)

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

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

Answer: B

NEW QUESTION 278

- (Topic 3)

Which of the following stages of a project defines the number of risks and opportunities, including intense planning and anticipation of risk events?

- A. Planning
- B. Executing
- C. Initiation
- D. Closing

Answer: C

NEW QUESTION 282

- (Topic 3)

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

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

Answer: C

NEW QUESTION 284

- (Topic 3)

Which of the following is a quality control chart to track trends in project execution?

- A. Control chart
- B. RACI chart
- C. PERT chart
- D. Pareto chart

Answer: A

NEW QUESTION 288

- (Topic 3)

Which of the following is a process of adding labor to a project to reduce the project duration?

- A. Forming
- B. Storming
- C. Rolling wave planning
- D. Crashing

Answer: D

NEW QUESTION 291

- (Topic 3)

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

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

Answer: D

NEW QUESTION 296

- (Topic 3)

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

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

Answer: A

NEW QUESTION 301

- (Topic 3)

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

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

Answer: D

NEW QUESTION 302

- (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 306

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