

## CBAP Dumps

**Cetified business analysis professional (CBAP) appliaction**

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**NEW QUESTION 1**

- (Topic 1)

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

- A. The implementation approach is described in terms of the major features and functions that are to be included
- B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solution
- C. The implementation approach describes the new capabilities required to meet the business need
- D. The implementation approach describes how the chosen solution approach will deliver the solution scope

**Answer: D**

**NEW QUESTION 2**

- (Topic 1)

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

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

**Answer: A**

**NEW QUESTION 3**

- (Topic 1)

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 4**

- (Topic 1)

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 5**

- (Topic 1)

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

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

**Answer: B**

**NEW QUESTION 6**

- (Topic 1)

You are the business analyst for your organization and are creating the solution scope definition. Which of the following should be included in the solution scope definition?

- A. Business case
- B. Technical dependencies
- C. Elicitation techniques
- D. Organization readiness assessment

**Answer: B**

**NEW QUESTION 7**

- (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 8

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 9

- (Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 10

- (Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 10

- (Topic 1)

Sally is the business analyst for her organization. Sally and her business analysis team is currently using a business analysis approach to determine what the competition of her organization is offering prospective clients. She is trying to identify solutions to increase revenue by remaining competitive with the competition. What business analysis approach is Sally and her business analysis team using?

- A. Business rules analysis
- B. Functional decomposition
- C. Focus groups
- D. Benchmarking

**Answer:** D

#### NEW QUESTION 14

- (Topic 1)

You are the business analyst for your organization and have many solutions available to an identified problem. You would like a way to quickly and fairly determine which solution is the best choice for your organization. Which of the following approaches would allow you to determine the top-rated solutions for your organization? Question No : 35 - (Topic 1) IIBA CBAP : Practice Test

- A. Scoring system
- B. Acceptance and evaluation criteria
- C. Vendor assessment
- D. Voting system

**Answer:** A

#### NEW QUESTION 18

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 19**

- (Topic 1)

You are working with several business analysts to determine the solution approach for an identified problem. All of the following techniques are acceptable for identifying the solution approach except for which one?

- A. Benchmarking
- B. Decision analysis
- C. Risk analysis
- D. Brainstorming

**Answer:** C

**NEW QUESTION 22**

- (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 23**

- (Topic 1)

Some of the requirements in the solution must be completed because of laws and regulations in your industry. Management would like you, the business analyst, to rank the requirements according to the relevant laws. What type of requirements prioritization is management having you complete?

- A. Regulatory ranking
- B. Business value ranking
- C. Constraint ranking
- D. Risk ranking

**Answer:** A

**NEW QUESTION 26**

- (Topic 1)

Which one of the following is an example of a non-negotiable demand by a stakeholder during the requirements prioritization session?

- A. All requirements are ranked as high
- B. Communication
- C. All requirements are prioritized by cost-benefits ratio
- D. Cost

**Answer:** A

**NEW QUESTION 27**

- (Topic 1)

You are completing enterprise analysis. Management has asked you to create a document that will help them create a go/no go decision to invest and move forward with a proposed project. What document does management want you to create?

- A. Feasibility study
- B. Project scope
- C. Solution scope
- D. Business case

**Answer:** D

**NEW QUESTION 30**

- (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 35**

- (Topic 1)

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

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

**Answer:** A

**NEW QUESTION 40**

- (Topic 1)

What part of defining the business needs process will evaluate the ends that the organization is seeking to achieve?

- A. Business goals and objectives
- B. Alternative identification
- C. Solution assessment
- D. Requirements

**Answer:** A

**NEW QUESTION 45**

- (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 48**

- (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 51**

- (Topic 1)

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

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

**Answer:** B

**NEW QUESTION 54**

- (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 56**

- (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 60**

- (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 project
- D. Decomposes the project scope into smaller deliverables; each deliverable is subdivided repeatedly until the deliverable cannot or should not be broken down any further

**Answer: B**

**NEW QUESTION 62**

- (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 location

**Answer: B**

**NEW QUESTION 66**

- (Topic 1)

Rachel is writing the business case for her organization. As she's completing this process Rachel is concerned that she's including all the correct information for management. Which one of the following should Rachel not include in her business case?

- A. Time to break even
- B. Opportunities to prioritize requirements
- C. Follow-on opportunities
- D. Qualitative and quantitative benefits

**Answer: B**

**NEW QUESTION 68**

- (Topic 1)

Ned is the business analyst for the NHQ Company. He is working with Stan on completing the requirements prioritization of all the identified requirements. Why would Stan and Ned complete requirements prioritization?

- A. To determine which requirements should be completed first
- B. To determine which requirements should not be completed at all
- C. To determine which requirements carry the most risk
- D. To determine who created what requirement based on their position in the organization

**Answer: A**

**NEW QUESTION 70**

- (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 74**

- (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 76**

- (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 80

- (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 83

- (Topic 2)

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

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

**Answer:** C

#### NEW QUESTION 87

- (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 89

- (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 94

- (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 affects on the solutio
- B. Risk is an uncertain event that can cause the organization to lose more monies than it invests in the solutio
- C. Risk is a potential event that can cause the solution to fai
- D. Risks are threats to the organization's succes

**Answer:** A

#### NEW QUESTION 97

- (Topic 2)

You are working with Tom, a key stakeholder, in your business analysis duties. Tom is askingyou about the desired outcome for current business opportunity. Which one of the following is NOT an example of a desired outcome?

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

**Answer:** A

**NEW QUESTION 100**

- (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 101**

- (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 104**

- (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 106**

- (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 107**

- (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 110**

- (Topic 2)

There are four inputs to the plan business analysis activities. Which one of the following is not an input to the plan business analysis activities process?

- A. List of identified risks
- B. Organizational process assets
- C. Business analysis approach
- D. Stakeholder list, roles, and responsibilities

**Answer:** A

**NEW QUESTION 115**

- (Topic 2)



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

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

**Answer:** B

#### NEW QUESTION 120

- (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 122

- (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 125

- (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 elicitati o
- 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 130

- (Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 133

- (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 137

- (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 140

- (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 143

- (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 144

- (Topic 2)

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

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

**Answer: B**

#### NEW QUESTION 148

- (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 need
- B. Determines the things that are believed to be true in the solution but they have not yet been proven to be true
- C. Determines if an organization can justify the investment required to deliver the proposed solution
- D. Defines the business need, identified key stakeholders, describes the positive impact of the solution

**Answer: A**

#### NEW QUESTION 153

- (Topic 2)

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

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

**Answer: C**

#### NEW QUESTION 154

- (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 155**

- (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 159**

- (Topic 3)

Which of the following establishes organizational checks and balances with a proper segregation of front, back, and middle office functions for effective risk management?

- A. Risk response plan
- B. Risk analysis
- C. Risk management plan
- D. Risk governance

**Answer:** D

**NEW QUESTION 161**

- (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 163**

- (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 168**

- (Topic 3)

Which of the following models defines the name of the data, data aliases, and description of system data?

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

**Answer:** C

**NEW QUESTION 171**

- (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 173**

- (Topic 3)

Which of the following is a narrative description of the work required for the project?

- A. Contract work breakdown structure (CWBS)
- B. Work breakdown structure (WBS)
- C. Contract statement of work (CSOW)
- D. Statement of work (SOW)

**Answer:** D

#### NEW QUESTION 175

- (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 178

- (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 181

- (Topic 3)

When does the lessons learned document is updated?

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

**Answer:** D

#### NEW QUESTION 184

- (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 186

- (Topic 3)

Which of the following represents the duration of activities against a calendar?

- A. Scatter chart
- B. Gantt chart
- C. Pie chart
- D. Pareto chart

**Answer:** B

#### NEW QUESTION 191

- (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 192**

- (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 193**

- (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 195**

- (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 199**

- (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 200**

- (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 205**

- (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 208**

- (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 209

- (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 211

- (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 216

- (Topic 3)

Which of the following is the formal acceptance of the project?

- A. A project review
- B. A sign-off
- C. Risk assessment
- D. Inspection trend analysis

**Answer:** B

#### NEW QUESTION 221

- (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 222

- (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 226

- (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 227

- (Topic 3)



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

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

**Answer:** D

**NEW QUESTION 230**

- (Topic 3)

Which of the following diagrams is used to display sensitivity analysis data?

- A. Decision tree
- B. Ishikawa
- C. Influence
- D. Tornado

**Answer:** D

**NEW QUESTION 231**

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