

CBAP Dumps

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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)

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 4

- (Topic 1)

What is the term used to describe the cost of the solution after the solution has been implemented in production by a vendor?

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

Answer: D

NEW QUESTION 5

- (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 6

- (Topic 1)

What plan will describe the stakeholder groups, communication needs, and the level of formality that is appropriate for the requirements?

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

Answer: D

NEW QUESTION 7

- (Topic 1)

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

- A. Deliverables

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

Answer: D

NEW QUESTION 8

- (Topic 1)

Enterprise analysis creates just five outputs. Which one of the following is an output of the enterprise analysis tasks?

- A. Assumptions and constraints
- B. Stakeholder concerns
- C. Solution performance assessment
- D. Solution approach

Answer: D

NEW QUESTION 9

- (Topic 1)

Ben is the business analyst for his organization. Ben is currently working on a solution to improve a laser printer. He has taken the laser printer apart, identified each component, and documented each component's purpose. What type of requirements organization is Ben doing in this scenario?

- A. Process modeling
- B. Data modeling
- C. Functional decomposition
- D. Scope modeling

Answer: C

NEW QUESTION 10

- (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 10

- (Topic 1)

You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than \$300,000 to implement and support for one year. What does the \$300,000 represent? A. Solution cost

- A. Budget
- B. Requirements
- C. Constraint

Answer: D

NEW QUESTION 12

- (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 16

- (Topic 1)

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

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

Answer: B

NEW QUESTION 21

- (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 26

- (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 31

- (Topic 1)

You are the business analyst for your organization and you are completing the verify requirements process. There are eight characteristics each requirements should have: cohesive, complete, consistent, correct, and feasible. Which one of the following four is not a characteristic of a requirement?

- A. Functional
- B. Modifiable
- C. Unambiguous
- D. Testable

Answer: A

NEW QUESTION 36

- (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 requirement

Answer: C

NEW QUESTION 39

- (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 40

- (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 42

- (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 43

- (Topic 1)

You are creating the solution scope for a proposed solution in your organization. You need to understand the scope of work that needs to be completed. You elect to identify the solution scope and then break the solution scope into smaller work products or deliverables. What technique are you using in this instance?

- A. Interface analysis
- B. Scope modeling
- C. Vision statement creation
- D. Functional decomposition

Answer: D

NEW QUESTION 47

- (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 50

- (Topic 1)

You are the business analyst for your organization. Management has asked that you create a stakeholder map as part of the conduct stakeholder analysis process. What is a stakeholder map?

- A. A stakeholder map is a visual diagram that shows the connection among positive and negative stakeholder
- B. A stakeholder map is a visual diagram that illustrates where the stakeholders are geographically located
- C. A stakeholder map is a visual diagram that depicts the stakeholders' actions as responsible, accountable, consult, and inform
- D. A stakeholder map is a visual diagram that depicts the relationship of the stakeholders to the solution and to one another

Answer: D

NEW QUESTION 52

- (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 54

- (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 58

- (Topic 1)

Your organization completes software development for other companies as its core business.

Management would like to streamline the requirements gathering processes as many of the projects your company do are similar in nature. What approach could you as a business analyst do to help streamline the requirements gathering process for your organization?

- A. Implement a requirements re-use repository
- B. Implement project template
- C. Implement a requirements gathering form
- D. Implement scope solution models

Answer: A

NEW QUESTION 61

- (Topic 1)

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

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

Answer: B

NEW QUESTION 66

- (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 costs 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 67

- (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 71

- (Topic 1)

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

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

Answer: C

NEW QUESTION 75

- (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 78

- (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 79

- (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 83

- (Topic 1)

You are the business analyst for your organization and management has asked that you identify opportunities to improve the operations of the business. You notice that some of the stakeholders use several pieces of software and several duplicate activities within each software package to generate data reports for customers. What type of recommendation can you make in regard to this observation?

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

Answer: A

NEW QUESTION 88

- (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 project
- C. Hire contractors to complete the project work
- D. Move onto the next opportunity

Answer: B

NEW QUESTION 90

- (Topic 1)

You need to identify assumptions as part of the assessment of capability gaps. Which of the following is an example of an assumption?

- A. The project manager believes that her project team members can program in COBOL
- B. All vendors must have security clearance
- C. The software must be compatible with the current operating system
- D. The risk in the project must be quantified

Answer: A

NEW QUESTION 94

- (Topic 1)

Your organization is trying to determine which one of two opportunities they will pursue. 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. \$331,013
- 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 97

- (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 100

- (Topic 1)

You are the business analyst for your organization and you are preparing the business case for a proposed solution. You need to include the management horizon in your business case. What is the management horizon?

- A. It is the expected deliverables that will be beneficial for the organization

- B. It is the point in time when the solution will be complete
- C. It is the duration of each phase of the project until the solution earns a profit
- D. It is the point in time for the solution to break even on cost and begin earning a profit

Answer: D

NEW QUESTION 104

- (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 approach
- B. A methodology is a short term endeavor to create a unique product or service
- 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 domain
- D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements

Answer: A

NEW QUESTION 109

- (Topic 1)

You are the business analyst for your organization and are preparing to complete the allocate requirements process. This process assigns stakeholder and solution requirements to solution components and to releases. One of the elements of this process is solution components. All of the following are solution components except for which one?

- A. Assessment of proposed solution
- B. Business processes to be performed and managed
- C. Business policies and business rules
- D. Software applications and application components used in the solution

Answer: A

NEW QUESTION 111

- (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 use cases and user stories
- D. Interviews

Answer: C

NEW QUESTION 116

- (Topic 1)

Ned is the business analyst for the NHQ Company. He is working with Stan on completing their 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 121

- (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 125

- (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 127

- (Topic 2)

As part of the requirements analysis a business analyst can use the same tools and techniques to model the current state of an organization. All of the following are valid reasons why would a business analyst want to create a current state domain model except for which one?

- A. The current state model can help identify opportunities for improvement
- B. The current state model can help validate the solution scope with business and technical stakeholder
- C. The current state model can help the business analyst create Pareto charts for process improvement
- D. The current state model can help assist stakeholders in understanding the current state

Answer: C

NEW QUESTION 128

- (Topic 2)

You are completing the requirements for vendor selection and need to create a procurement form that will ask the vendor to provide only a price for commercial-off-the-shelf solution. What type of procurement form will you need to provide to the vendor?

- A. Request for proposal
- B. Purchase order
- C. Request for information
- D. Request for quote

Answer: D

NEW QUESTION 132

- (Topic 2)

You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing.

What technique can you use to track problems with the requirements?

- A. Problem tracking
- B. Issue tracking
- C. RTM
- D. Baselineing

Answer: A

NEW QUESTION 136

- (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 with little investment in the work
- 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 possible
- D. So if the risk comes true then there's ample time to correct the problem

Answer: A

NEW QUESTION 140

- (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 145

- (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 149

- (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 154

- (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 155

- (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 160

- (Topic 2)

Jenni is the business analyst for the UHQ Organization. She is preparing to complete the conduct elicitation activity for her organization. Jenni can use all of the following techniques as part of this activity except for which one?

- A. Requirements workshops
- B. Document analysis
- C. Interviews
- D. Problem tracking

Answer: D

NEW QUESTION 162

- (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 165

- (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 170

- (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 174

- (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 179

- (Topic 2)

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

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

Answer: A

NEW QUESTION 184

- (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 188

- (Topic 2)

Marcy is the business analyst for her organization. She is completing the business analysis task of defining the business needs. She has the business goals and objectives and the requirements stated documentation. What must she confirm about the requirements stated documentation before defining the business need based on her analysis?

- A. The requirements must reflect actual business requirements, not a description of the solution
- B. The requirements must contain no or little risk
- C. The requirements must reflect proposed solutions as part of alternative identificatio
- D. The requirements must be compatible with the refinement of the business goals and object ive

Answer: A

NEW QUESTION 190

- (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 193

- (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 197

- (Topic 2)

You are the business analyst for your organization. You are currently writing the business goals and objectives as part of the elements for the define business process. Which one of the following statements best describes the business goals and objectives element?

- A. They describe the processes the solution will need to improve for the project to be successful
- B. They describe all of the positive benefits in ratio to the risk and costs of the project
- C. They describe all of the required work the project will need to complete in order to reach its objective
- D. They describe the ends that the organization is seeking to achieve

Answer: D

NEW QUESTION 201

- (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 203

- (Topic 2)

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

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

Answer: C

NEW QUESTION 208

- (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 209

- (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 210

- (Topic 2)

Yolanda is the web designer for your company and you are the business analyst. You are working with Yolanda on a new website that your company will host. You'd like for her to create a mock-up of the website without spending much time on the actual workings behind the web interface. You'd like for her to show the customer how the website will look, some idea of the functionality of the website, and some basic graphics and colors so the customer can see the direction of the project.

What type of prototype are you asking Yolanda to create?

- A. Mock-up prototype
- B. Vertical prototype
- C. Storyboard prototype
- D. Horizontal prototype

Answer: D

NEW QUESTION 211

- (Topic 2)

The creative thinking process has three values to determine the effectiveness of the process. Which one of the following is not a measurement of effective creative thinking?

- A. Application of new ideas to resolve existing problems
- B. Generation of a pre-determined number of new ideas for a business solution
- C. Willingness of stakeholders to accept new approaches
- D. The successful generation and productive consideration of new ideas

Answer: B

NEW QUESTION 213

- (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 218

- (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 219

- (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 223

- (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 227

- (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 229

- (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 234

- (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 238

- (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 241

- (Topic 2)

You are the business analyst for your organization and are trying to determine the best solution for an identified problem. You have determined that you could create a software solution using inhouse resources for \$65,000 and with an ongoing support of \$5,600 per month. A vendor offers you a quote that they can create the software for \$49,000 with an ongoing support of \$6,100 per month. Which solution should you choose?

- A. Create the software if you'll keep the solution less than 32 month
- B. Create the software if you'll use the solution longer than 32 month
- C. There is not enough information to determine which solution is financially better
- D. Buy from the vendor if you'll keep the solution longer than 32 month

Answer: B

NEW QUESTION 242

- (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 245

- (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 249

- (Topic 2)

Holly is the business analyst for her organization. Holly encourages teamwork and open communications among the business analysis team and the stakeholders. She wants stakeholders to drop by her office and freely discuss the requirements, the solution scope, and other concerns about the solution she's working on. Holly definitely prefers informal communications. What is the danger Holly may experience with informal communications?

- A. There is no danger; informal communications is a preferred business analysis technique
- B. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holly
- C. Stakeholders may miss information and the requirements could become ambiguous
- D. The stakeholders may not know who's in charge of the solution

Answer: C

NEW QUESTION 252

- (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 253

- (Topic 2)

Your organization is using a plan-driven approach to business analysis. What must you do with all of the communication documents created as part of this high-priority project that you are reserving as the business analyst for?

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

Answer: D

NEW QUESTION 255

- (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 257

- (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 262

- (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 265

- (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 266

- (Topic 3)

Which of the following processes is used to make certain that the project team members are completing the project work according to the project plan?

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

Answer: D

NEW QUESTION 267

- (Topic 3)

Which of the following is responsible for preparing the business architecture, feasibility studies, and business cases?

- A. Security Administrator
- B. Developer
- C. Business analyst
- D. Project leader

Answer: C

NEW QUESTION 271

- (Topic 3)

Which of the following diagrams is known as Ishikawa diagram?

- A. Activity
- B. Data-flow
- C. Cost-Benefit
- D. Cause-and Effect

Answer: D

NEW QUESTION 273

- (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 276

- (Topic 3)

Which of the following roles approves the project scope statement, phase gate reviews, solution validations, scope changes, and project success criteria?

- A. Project manager
- B. Subject matter expert
- C. Solution owner
- D. Stakeholder

Answer: C

NEW QUESTION 278

- (Topic 3)

Which of the following is concerned with determining whether the information used for risk analysis is probable, of high class, or accurate?

- A. Risk Urgency Assessment
- B. Risk Probability and Impact Assessment
- C. Risk Categorization
- D. Risk Data Quality Assessment

Answer: D

NEW QUESTION 283

- (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 288

- (Topic 3)

The _____, an output of the define scope process, does document the process and criteria for accepting completed products.

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

Answer: C

NEW QUESTION 293

- (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 298

- (Topic 3)

Which of the following documents is described in the statement below?

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

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

Answer: D

NEW QUESTION 303

- (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 304

- (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 305

- (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 306

- (Topic 3)

Which of the following reports is generated whenever the project is slipping off the project schedule and includes an explanation of the problem?

- A. Status report
- B. Schedule variance report
- C. Delay report

D. Cost variance report

Answer: B

NEW QUESTION 307

- (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 310

- (Topic 3)

Which of the following is a procurement document?

- A. Project Work Breakdown Structure
- B. Project charter
- C. Vision document
- D. Invitation for bid

Answer: D

NEW QUESTION 315

- (Topic 3)

Which of the following participants have to keep the minutes and details of the conversation during Interviews?

- A. Stakeholder
- B. Scribe
- C. Business Analyst
- D. End user

Answer: B

NEW QUESTION 316

- (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 319

- (Topic 3)

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

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

Answer: C

NEW QUESTION 323

- (Topic 3)

Which of the following tasks does not rely on other activities, and no other activities rely on this task completing?

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

Answer: B

NEW QUESTION 327

- (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 328

- (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 333

- (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 336

- (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 337

- (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 339

- (Topic 3)

Which of the following is the process of identifying and assessing factors that may jeopardize the success of a project or the achievement of a goal?

- A. Risk analysis
- B. Risk identification
- C. Risk retention
- D. Risk communication

Answer: A

NEW QUESTION 341

- (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 344

- (Topic 3)

Which of the following is NOT a component of an entity relationship diagram?

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

Answer: C

NEW QUESTION 348

- (Topic 3)

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

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

Answer: B

NEW QUESTION 349

- (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 354

- (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 359

- (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 360

- (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 361

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