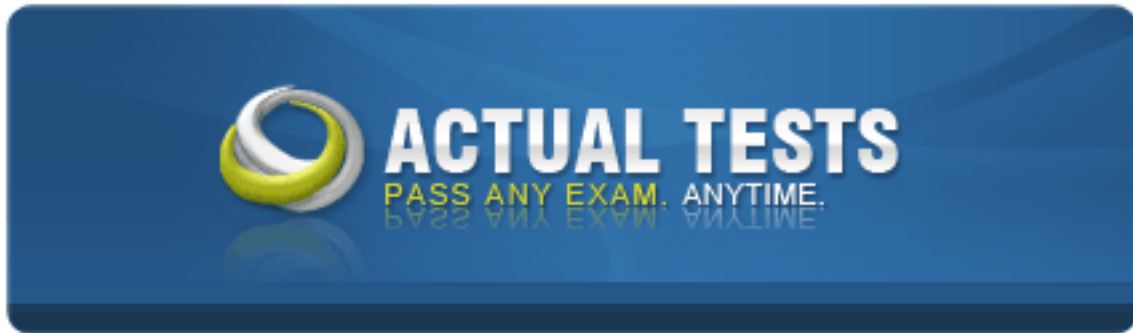


IIBA CBAP



**Certified Business Analysis Professional (CBAP®)
Designation
Practice Test
Version: 4.0**

Topic 1, Volume A

QUESTION NO: 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

Explanation:

QUESTION NO: 2

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

Explanation:

QUESTION NO: 3

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

Explanation:

QUESTION NO: 4

You are the business analyst for your organization. Management has asked that you create a model of the requirements so the stakeholders can better understand the requirements and the project as a whole. Which of the following statements best describes a model?

- A. Models are slices of the project solution.
- B. Models simplify the requirements for common stakeholders.
- C. Models are statistics for the return on investment, time saved, and other mathematics.
- D. Models abstract and simplify reality.

Answer: D

Explanation:

QUESTION NO: 5

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

Explanation:

QUESTION NO: 6

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

Explanation:

QUESTION NO: 7

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?

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

Answer: A

Explanation:

QUESTION NO: 8

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

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

Answer: A

Explanation:

QUESTION NO: 9

You are the business analyst for your organization. Management has asked that you create a method to store the project requirements including those under development, under review, and the requirements which have been approved. What is management asking you to create?

- A. A change management system
- B. A repository
- C. A project scope statement
- D. A requirements register

Answer: B

Explanation:

QUESTION NO: 10

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 unit.

Answer: A

Explanation:

QUESTION NO: 11

You are working with Terry on the conduct stakeholder analysis task as part of the business analysis duties in your company. Terry wants to know why it's so important to identify stakeholders so early in the business analysis duties. Which one of the following statements best addresses the need to identify the stakeholders early on in the business analysis duties?

- A. It's important to identify the stakeholders so the business analyst knows who to report to.
- B. It's important to identify the stakeholders so the business analyst knows who to bill for the project.
- C. It's important to identify the stakeholder so the business analyst can help ensure the timely delivery of the requirements deliverables.
- D. It's important to identify the stakeholders so the stakeholders know who the business analyst is.

Answer: C

Explanation:

QUESTION NO: 12

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.
- B. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution components.
- C. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to components in the project's work breakdown structure.

D. 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

Explanation:

QUESTION NO: 13

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

Explanation:

QUESTION NO: 14

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

Explanation:

QUESTION NO: 15

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 templates.

Answer: D

Explanation:

QUESTION NO: 16

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

Explanation:

QUESTION NO: 17

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

Explanation:

QUESTION NO: 18

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

Explanation:

QUESTION NO: 19

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

Explanation:

QUESTION NO: 20

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.
- B. Confirm that he has the authority to host the presentation.
- C. Confirm that the stakeholders have signed off on the requirements.
- D. Hire a scribe to keep the minutes of the meeting.

Answer: A

Explanation:

QUESTION NO: 21

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

Explanation:

QUESTION NO: 22

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

Explanation:

QUESTION NO: 23

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

Explanation:

QUESTION NO: 24

You are the business analyst for your organization. Gary and Janet, two key stakeholders in the project, are in disagreement over a requirement for the type of software to be installed on the server your solution calls for. What must happen in this instance before formal approval can be offered?

- A. The conflict will need to be resolved through research, resolution, or through a third-party mediation.
- B. Gary and Janet will need to determine who has seniority in the company to determine which requirement takes precedence.

- C. The conflict will need to be removed from the solution scope until Gary and Janet come to a solution.
- D. The business analyst will need to make a decision on which requirement is most appropriate.

Answer: A

Explanation:

QUESTION NO: 25

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 requirements.
- D. You may need to determine which requirements are most critical so additional risk analysis can be completed on those requirements.

Answer: C

Explanation:

QUESTION NO: 26

You are the business analyst for your organization and are working with Jennifer to conduct stakeholder analysis. You would like to create a RACI chart to help with the roles of the people involved in the stakeholder analysis process. Jennifer is not familiar with this chart and asks what does RACI mean. Which one of the following best describes the RACI chart in the conduct stakeholder analysis process?

- A. It's a matrix that uses the Responsible, Accountable, Consult, and Inform tasks as part of the stakeholder analysis process.
- B. It's a role and responsibility chart that identifies when stakeholders are needed in the business analyst duties.
- C. It's a matrix that uses Role, Action, Consult, and Inform as part of the conduct stakeholder analysis process.
- D. It's a rule that the business analyst can use to identify all of the needed stakeholders: roles, actions, communications, and interest.

Answer: A

Explanation:

QUESTION NO: 27

You are the business analyst for your organization. Management wants you to prioritize the identified requirements by the requirements that have the highest likelihood of success. Why would management want you to prioritize the requirements with this factor even though some of the requirements may be difficult to implement?

- A. They want a fast return on investment.
- B. They want to show early success in the implementation to the project stakeholders.
- C. They don't understand the requirements.
- D. They want to avoid penalties or fines due to a pending law.

Answer: B

Explanation:

QUESTION NO: 28

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

Explanation:

QUESTION NO: 29

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

Explanation:

QUESTION NO: 30

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

Explanation:

QUESTION NO: 31

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

Explanation:

QUESTION NO: 32

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

Explanation:

QUESTION NO: 33

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

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

Answer: B

Explanation:

QUESTION NO: 34

What does the T in SWOT analysis mean?

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

Answer: B

Explanation:

QUESTION NO: 35

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

Explanation:

QUESTION NO: 36

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

Explanation:

QUESTION NO: 37

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

Explanation:

QUESTION NO: 38

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 doing.
- C. It defines all of the work, and only the required work, to complete the project objectives.
- D. It is conformity to requirements and a fitness for use.

Answer: B

Explanation:

QUESTION NO: 39

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

Explanation:

QUESTION NO: 40

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 completed.
- 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

Explanation:

QUESTION NO: 41

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

Explanation:

QUESTION NO: 42

Donna is leading a brainstorming session for her organization. She has asked the participants in this group to come up with at least ten ideas for possible solutions to an identified problem. What is the problem with setting the goal as ten ideas for possible solutions in this session?

- A. The goal should be to come up with as many solutions as possible, not just ten ideas.
- B. The goal should be to generate ten ideas within a set time period.
- C. The goal should be to come up with the best solution for the problem, not ten ideas.
- D. The goal should be to include everyone's input to the solutions.

Answer: A

Explanation:

QUESTION NO: 43

You are the business analyst for your organization and working with the stakeholders to prioritize the requirements. The stakeholders are concerned about the financial impact of the requirements should some of them fail during the implementation. You would like to rank the risk tolerance of the stakeholders based on their comments about the solution and the requirements. The following are the three categories of risk tolerance associated with the stakeholders except for which one?

- A. Mitigation
- B. Risk-aversion
- C. Risk-seeking
- D. Neutrality

Answer: A

Explanation:

QUESTION NO: 44

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

Explanation:

QUESTION NO: 45

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

Explanation:

QUESTION NO: 46

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

Explanation:

QUESTION NO: 47

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

Explanation:

QUESTION NO: 48

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 videoconferences.
- C. Add more business analysts in each of the geographical location.
- D. You will need the stakeholders to periodically gather in one locale.

Answer: B

Explanation:

QUESTION NO: 49

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

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

Answer: A

Explanation:

QUESTION NO: 50

Henry is the business analyst for his organization. Management has created a pre-determined budget of \$450,000 for his solution. Henry has identified the project requirements but now wants to prioritize them based on timeboxing and budgeting. Henry examines the cost of the requirements and begins removing the requirements from the allowed list in order to meet the \$450,000 budget. What timeboxing or budgeting approach is Henry using?

- A. Parametric
- B. All in
- C. Selective
- D. All out

Answer: B

Explanation:

QUESTION NO: 51

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

Explanation:

QUESTION NO: 52

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

Explanation:

QUESTION NO: 53

You and Tom are writing the solution scope for a new project in your organization. You need to create a method to define what solution will and will not provide for the organization. What technique can you and Tom use to establish appropriate boundaries for the solution?

- A. Interviews with the key stakeholders
- B. User stories
- C. Functional decomposition
- D. Scope modeling

Answer: D

Explanation:

QUESTION NO: 54

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

Explanation:

QUESTION NO: 55

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

Explanation:

QUESTION NO: 56

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

Explanation:

QUESTION NO: 57

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

Explanation:

QUESTION NO: 58

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

- A. Scope modeling

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

Answer: C

Explanation:

QUESTION NO: 59

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 more 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

Explanation:

QUESTION NO: 60

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

Explanation:

QUESTION NO: 61

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

Explanation:

QUESTION NO: 62

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

Explanation:

QUESTION NO: 63

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 stakeholders.
- 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

Explanation:

QUESTION NO: 64

You are the business analyst for your organization. You are currently working with Steve on the

organize requirements process. You and Steve have elected to use the user stories approach for this process. What is the user stories approach for requirements organization?

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

Answer: C

Explanation:

QUESTION NO: 65

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

Explanation:

QUESTION NO: 66

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

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

Answer: C

Explanation:

QUESTION NO: 67

What technique used during the manage business analysis performance process can help identify

the underlying causes of failures or difficulties in accomplishing business analysis work?

- A. Problem tracking
- B. Pareto charts
- C. Trend analysis
- D. Root cause analysis

Answer: D

Explanation:

QUESTION NO: 68

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

Explanation:

QUESTION NO: 69

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

Explanation:

QUESTION NO: 70

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

Explanation:

QUESTION NO: 71

You are the business analyst for your organization and you are completing the manage requirements traceability process. You are tracking the requirements to determine how the requirements are interrelated with one another and with the actual delivery of the project scope.

There are actually three reasons why the business analyst should trace requirements. Which one of the following is not one of the three reasons why trace requirements is useful?

- A. Impact analysis
- B. Requirements coverage
- C. Requirements allocation
- D. Quality control

Answer: D

Explanation:

QUESTION NO: 72

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

Explanation:

QUESTION NO: 73

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

Explanation:

QUESTION NO: 74

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
- B. Budget
- C. Requirements
- D. Constraint

Answer: D

Explanation:

QUESTION NO: 75

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

Explanation:

QUESTION NO: 76

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

Explanation:

QUESTION NO: 77

Holly's organization uses a plan-driven approach to business analysis. When it comes to communication in Holly's organization what type of communication will likely be required?

- A. Face-to-face
- B. Chain of command
- C. Formal
- D. Ad hoc

Answer: C

Explanation:

QUESTION NO: 78

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

Explanation:

QUESTION NO: 79

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 templates.
- D.** The change-driven approach favors defining requirements through team interaction.

Answer: D

Explanation:

QUESTION NO: 80

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. If Jane has not noticed the customers complaining then the process should be left along.

Answer: A

Explanation:

QUESTION NO: 81

You are the business analyst for your organization. A customer has approached your organization and is requesting that your company create new software for them that will help them collect customer information. In regard to enterprise analysis this business needs stems from which one of the following need generation approaches?

- A. Bottom-up
- B. External drivers
- C. Middle management
- D. Top-down

Answer: B

Explanation:

QUESTION NO: 82

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

Explanation:

QUESTION NO: 83

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

Explanation:

QUESTION NO: 84

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

Explanation:

QUESTION NO: 85

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

Explanation:

QUESTION NO: 86

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

Explanation:

QUESTION NO: 87

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

Explanation:

QUESTION NO: 88

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

Explanation:

QUESTION NO: 89

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

Explanation:

QUESTION NO: 90

When is stakeholder analysis performed?

- A. As soon as the project charter is created.
- B. As soon as the project sponsor is named.
- C. As soon as a business need is identified.
- D. As soon as a business solution is identified.

Answer: C

Explanation:

QUESTION NO: 91

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

Explanation:

QUESTION NO: 92

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 resources.
- B. Launch a new project.
- C. Hire contractors to complete the project work.
- D. Move onto the next opportunity.

Answer: B

Explanation:

QUESTION NO: 93

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

Explanation:

QUESTION NO: 94

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

Explanation:

QUESTION NO: 95

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

Explanation:

QUESTION NO: 96

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

Explanation:

QUESTION NO: 97

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

Explanation:

QUESTION NO: 98

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 requirements.

B. The newly identified stakeholders will need to spend extra time to learn about the project and how it will affect them.

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 project.

Answer: D

Explanation:

QUESTION NO: 99

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

Explanation:

QUESTION NO: 100

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

A. Must, Should, Could, Would

B. Must, Should, Could, Won't

C. Mission, Schedule, Cost, Willingness

D. Must not, Should not, Could not, Will not

Answer: B

Topic 2, Volume B

QUESTION NO: 101

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

Explanation:

QUESTION NO: 102

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

Explanation:

QUESTION NO: 103

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

Explanation:

QUESTION NO: 104

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 project.
- B. Change the prioritization of the requirements based on overstated complexity of the project work.
- C. Get the requirements removed from the project scope.
- D. Have the business analyst report the difficulty of the project work to the project customer.

Answer: B

Explanation:

QUESTION NO: 105

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

Explanation:

QUESTION NO: 106

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 work.
- B. So if the risk comes true then the project manager can mitigate the risk event.
- 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

Explanation:

QUESTION NO: 107

You are the business analyst for your organization and are working with Sally, a project manager, for your organization. You and Sally are determining the cost of the labor, materials, equipment, and facilities in order to achieve the different solutions that have been proposed for an identified problem. What is this process called?

- A. Cost budgeting
- B. Expert judgment
- C. Rough order of magnitude cost estimating
- D. Scoping the project costs

Answer: C

Explanation:

QUESTION NO: 108

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

Explanation:

QUESTION NO: 109

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

Explanation:

QUESTION NO: 110

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 objectives.
- D. They describe the ends that the organization is seeking to achieve.

Answer: D

Explanation:

QUESTION NO: 111

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

Explanation:

QUESTION NO: 112

You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

- A. Procurement needs
- B. Roles and responsibilities
- C. Unique number
- D. Risk level

Answer: C

Explanation:

QUESTION NO: 113

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

Explanation:

QUESTION NO: 114

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

Explanation:

QUESTION NO: 115

You are the business analyst for your organization and are working on a solution that will connect several databases to a web application. You are concerned that the databases may not be operable with the software solution a programmer is recommending. What requirements elicitation

technique can help you determine the interoperability of the software, the databases, and the web application?

- A. Benchmarking
- B. Interviews
- C. Interface analysis
- D. Usage considerations

Answer: C

Explanation:

QUESTION NO: 116

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

Explanation:

QUESTION NO: 117

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

Explanation:

QUESTION NO: 118

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 assistants.
- 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 assistants.
- D. You can meet with the administrative assistants' managers.

Answer: C

Explanation:

QUESTION NO: 119

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

Explanation:

QUESTION NO: 120

Gina has been asked to provide decision analysis for her solution scope. Which one of the following best describes the decision analysis technique?

- A. Assessed to support benefit management, measurement, and reporting.
- B. Used to assess potential risks that may impact the solution and the cost and benefits associated with it.
- C. Forecasts the size of the investment required to deploy and operate the proposed solution.
- D. Cost-benefit analysis compares the cost of implementing a solution against the benefits gained. Financial analysis includes the use of financial models that estimate the market value of an organizational asset.

Answer: D

Explanation:

QUESTION NO: 121

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 value.
- B. You are correct because the lower priority requirements must be completed before the higher priority requirements can be done.
- C. You are correct because you are the senior business analyst.
- D. Ralph is correct because the sequence of requirements is actually done with the project activity list.

Answer: B

Explanation:

QUESTION NO: 122

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

Explanation:

QUESTION NO: 123

Martha is observing Sarah complete several complex steps as part of her business analysis requirements elicitation process. In this instance Martha working alongside Sarah is actually helping Sarah complete the work so that Martha can understand all of the steps Sarah must complete. What type of requirements elicitation technique is Martha using?

- A. Progressive elaboration
- B. Shadowing
- C. Cross training requirements elicitation
- D. Active observation

Answer: D

Explanation:

QUESTION NO: 124

You are the business analyst for THY Organization and you have gathered the requirements. You have presented the requirements to the stakeholders and they have approved your requirements.

You are now working with Francie on recording the dependencies and relationships for each of the requirements. Why would you want to record the dependencies and relationships for the requirements?

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

Answer: A

Explanation:

QUESTION NO: 125

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 stakeholders.
- 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

Explanation:

QUESTION NO: 126

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

Explanation:

QUESTION NO: 127

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

Explanation:

QUESTION NO: 128

The RGQ Organization utilizes a change log. What is a change log?

- A. It is a document that records all change requests for the project.
- B. It is a document that tracks all unauthorized changes to the project solution.
- C. It is a document that tracks all characteristics and status of changes that have been received.
- D. It is a document that tracks the changes that have been received, including their implementation to the project solution.

Answer: C

Explanation:

QUESTION NO: 129

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 requirements.

Answer: C

Explanation:

QUESTION NO: 130

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

Explanation:

QUESTION NO: 131

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

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

requirements for the stakeholders.

Answer: C

Explanation:

QUESTION NO: 132

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

Explanation:

QUESTION NO: 133

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 need.
- B. It identifies the causal factors that are contributing to an effect the solution will solve.
- C. It describes the ends that the organization wants to improve.
- D. It identifies the skill gaps in the existing resources.

Answer: A

Explanation:

QUESTION NO: 134

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

Explanation:

QUESTION NO: 135

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 solution.
- B. Risk is an uncertain event that can cause the organization to lose more monies than it invests in the solution.
- C. Risk is a potential event that can cause the solution to fail.
- D. Risks are threats to the organization's success.

Answer: A

Explanation:

QUESTION NO: 136

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

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

Answer: D

Explanation:

QUESTION NO: 137

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 months.
- B. Create the software if you'll use the solution longer than 32 months.
- 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 months.

Answer: B

Explanation:

QUESTION NO: 138

All of the following are techniques that can be used to specify or model requirements except for which one?

- A. Organization modeling
- B. Data modeling
- C. Work breakdown structure creation
- D. State diagrams

Answer: C

Explanation:

QUESTION NO: 139

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

Explanation:

QUESTION NO: 140

You are creating a model that shows how data moves through a system. Each function that modifies the data in any manner is identified, decomposed to smaller levels, and the system is completely described from start to storage. What type of a modeling technique are you using in this scenario?

- A. Functional decomposition
- B. Data flow diagramming
- C. Work decomposition
- D. Organization modeling

Answer: B

Explanation:

QUESTION NO: 141

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

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

Answer: C

Explanation:

QUESTION NO: 142

A business analyst is helping management determine which solution they should choose. As it happens that the organization can only choose one of the two solutions due to time and resource restrictions. Solution A worths \$456,000 to the organization while solution B worths \$565,000 to the organization. While solution A costs less, it is less risky and takes less time to complete so management elects to seize Solution A. What is the opportunity cost?

- A. \$565,000
- B. There is not enough information to know how much the solution will cost the organization.
- C. \$109,000
- D. \$456,000

Answer: A

Explanation:

QUESTION NO: 143

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 omissions.
- 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

Explanation:

QUESTION NO: 144

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. Requirements
- B. Decision analysis
- C. Assumptions and constraints
- D. Solution options

Answer: B

Explanation:

QUESTION NO: 145

Holly is the business analyst for her organization. Management has asked Holly to create a document that will define solution alternatives and how each identified solution may provide an expected business benefit to meet the identified business need. Management has asked Holly to

provide data and statistics in this document to support her claims and findings. What type of document is management asking Holly to create?

- A. Feasibility study
- B. Vision statement
- C. Project scope statement
- D. Current state assessment

Answer: A

Explanation:

QUESTION NO: 146

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

Explanation:

QUESTION NO: 147

You are the business analyst for the NHQ Project. You have identified several stakeholders that need different types of information related to the requirements. Which stakeholder would need detailed technical interface requirements?

- A. Project manager
- B. Regulators
- C. Testers
- D. Implementation subject matter experts

Answer: D

Explanation:

QUESTION NO: 148

Management comes to you and asks you to complete some specifications and models about the

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

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

Answer: D

Explanation:

QUESTION NO: 149

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 stakeholders.
- 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

Explanation:

QUESTION NO: 150

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

Explanation:

QUESTION NO: 151

You are the business analyst for your organization and you are working with Bill on creating a model. Bill is a little confused about all the different things a model can do for the stakeholders.

You explain to Bill that a model can do all of the following except for which one?

- A. Define the risk and reward for the requirements
- B. Categorize and create hierarchies of items
- C. Define boundaries for business domains
- D. Show business logic

Answer: A

Explanation:

QUESTION NO: 152

You are the business analyst for a new project. Part of this project is for the project team to manually install new workstations through the company's campus. Based on your research you have determined that the project team can install 25 new workstations per hour. Since there is a fixed amount of time that these workstations need to be installed you are considering adding additional labor for the implementation. You are also considering to adjust the prioritization of the project requirements based on the amount of workstations the project team can install per hour.

What does the 25 workstations per hour represent in this scenario?

- A. Timeboxing
- B. Planning
- C. Parametric estimate
- D. Report project

Answer: A

Explanation:

QUESTION NO: 153

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

Explanation:

QUESTION NO: 154

You are the business analyst for your organization. You have identified the costs and level of effort needed for each of the solution components. Management has asked that you also assess the most effective tradeoffs between delivery options. You consider the available resources and the constraints on the solution to determine if an additional investment is justified to realize a higher value for the solution. What other consideration could you include in your assessment of the solution?

- A. Historical information
- B. Dependencies between requirements
- C. Experience of the implementation team
- D. Enterprise environmental factors

Answer: B

Explanation:

QUESTION NO: 155

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

Explanation:

QUESTION NO: 156

What is the purpose of the business case?

- A. The business case helps the organization determine if they can justify the investment for the solution.
- B. The business case helps the organization determine the duration and cost of the solution.
- C. The business case helps the organization determine the cost of the solution.
- D. The business case helps the organization determine if the solution is feasible.

Answer: A

Explanation:

QUESTION NO: 157

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

Explanation:

QUESTION NO: 158

Which conduct stakeholder analysis technique is useful for identifying shared characteristics of a stakeholder group?

- A. Surveys
- B. Scope modeling
- C. Brainstorming
- D. Interviews

Answer: A

Explanation:

QUESTION NO: 159

You are the business analyst for the NHQ Organization. Management has asked that you examine the workflow and internal processes for order fulfillment. Specifically they'd like you to complete an in-depth analysis and documentation of the business problems and opportunities that may be exist

for the organization. What business analysis knowledge area does this activity map to?

- A. Requirements elicitation
- B. Solution assessment and validation
- C. Enterprise analysis
- D. Requirements management and communication

Answer: C

Explanation:

QUESTION NO: 160

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

Explanation:

QUESTION NO: 161

Herb is the business analyst for the HYY Organization. As Herb is completing the organize requirements process he recognizes that requirements typically need to answer one question for identification. What is the one interrogative that requirements should answer?

- A. What
- B. When
- C. Why
- D. How

Answer: A

Explanation:

QUESTION NO: 162

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 serving as the business analyst for?

- A. All formal communication must be destroyed once the project is completed.
- 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 communications.
- D. All communications must be archived and will become part of the organizational process as sets.

Answer: D

Explanation:

QUESTION NO: 163

You are the business analyst for your organization and are currently with several key stakeholders as part of the determination of which business analysis approach is most appropriate for the current project. Which one of the following is not a stakeholder that is considered when completing the business analysis planning and monitoring task to determine a business analysis approach?

- A. Tester
- B. Project manager
- C. Regulator
- D. Functional management

Answer: D

Explanation:

QUESTION NO: 164

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

Explanation:

QUESTION NO: 165

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 solutions.
- B. The requirements must contain no or little risks.
- C. The requirements must reflect proposed solutions as part of alternative identification.
- D. The requirements must be compatible with the refinement of the business goals and objectives.

Answer: A

Explanation:

QUESTION NO: 166

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

Explanation:

QUESTION NO: 167

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

Explanation:

QUESTION NO: 168

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

Answer: A

Explanation:

QUESTION NO: 169

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

Explanation:

QUESTION NO: 170

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

Explanation:

QUESTION NO: 171

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

Explanation:

QUESTION NO: 172

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

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

Answer: A

Explanation:

QUESTION NO: 173

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

Explanation:

QUESTION NO: 174

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

Explanation:

QUESTION NO: 175

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

Explanation:

QUESTION NO: 176

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

Answer: D

Explanation:

QUESTION NO: 177

You are the business analyst for your organization and preparing to complete the requirements elicitation activities. Your manager wants to know when the requirements elicitation process will be completed. Which of the following responses best describes the nature of the requirements elicitation process?

- A. The schedule of the project determines the duration of the requirements elicitation process .
- B. The duration of the requirements elicitation activities is determined by the willingness of the project stakeholders to contribute to the requirements information.
- C. The size of the project determines the duration of the requirements elicitation process.
- D. Eliciting requirements is not a compartmentalized activity.

Answer: D

Explanation:

QUESTION NO: 178

What does the T in SWOT analysis mean?

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

Answer: D

Explanation:

QUESTION NO: 179

You are the business analyst for your organization and are preparing for the conduct elicitation activity. You'll need several stakeholders' roles as you prepare for this activity in your organization. Which one of the following stakeholders may be responsible to dictate that a specific process or technique be followed during your requirements elicitation activities?

- A. Project manager
- B. Regulator
- C. Functional management
- D. Project sponsor

Answer: B

Explanation:

QUESTION NO: 180

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

Explanation:

QUESTION NO: 181

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

Explanation:

QUESTION NO: 182

You have identified several problems that you need to track as the business analysis duties progress. You want to make certain that the identified activities are resolved. What document elicitation technique can help in this scenario?

- A. Brainstorming
- B. Observation
- C. Interviews
- D. Problem tracking

Answer: D

Explanation:

QUESTION NO: 183

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

Explanation:

QUESTION NO: 184

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

Explanation:

QUESTION NO: 185

What type of requirements elicitation technique is the Delphi Technique?

- A. Survey
- B. Workshop
- C. Round table
- D. Prototyping

Answer: A

Explanation:

QUESTION NO: 186

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

Explanation:

QUESTION NO: 187

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

Explanation:

QUESTION NO: 188

You are creating a model that shows how data moves through a system. Each function that modifies the data in any manner is identified, decomposed to smaller levels, and the system is completely described from start to storage. What type of a modeling technique are you using in this scenario?

- A. Functional decomposition
- B. Data flow diagramming
- C. Organization modeling
- D. Work decomposition

Answer: B

Explanation:

QUESTION NO: 189

You are the business analyst for your organization and are leading a presentation about an identified problem. This presentation will help the stakeholders to understand the problem and it will help you when you begin to elicit requirements from the stakeholders. Which type of learner learns best through the presentation of models?

- A. Visual learners
- B. Auditory learners
- C. Kinesthetic learners
- D. Communication model learners

Answer: A

Explanation:

QUESTION NO: 190

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

Explanation:

QUESTION NO: 191

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 minutes.
- B. The business analyst must transfer the information to another medium before the whiteboard is erased.
- C. The business analyst must document the white board information and get all participants' approval of the recording.
- D. The regulator must approve the writings on the whiteboard.

Answer: B

Explanation:

QUESTION NO: 192

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

Explanation:

QUESTION NO: 193

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

Explanation:

QUESTION NO: 194

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

Explanation:

QUESTION NO: 195

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 proposed.
- B. Validate that the stated requirements expressed by the stakeholders match the stakeholders' understanding of the problem and the stakeholders' needs.
- C. Validate that the stated requirements expressed by the stakeholders match the documented requirements of the project sponsor.
- D. Validate that the stated requirements expressed by the stakeholders match the project scope.

Answer: B

Explanation:

QUESTION NO: 196

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

Explanation:

QUESTION NO: 197

Which of the following is the best definition of the business rules analysis?

- A. To define the people that govern decisions in and organization and that define, constrain, or enable organizational policies.
- B. To define the job functions, roles and responsibilities, and the designation of power among the project stakeholders.
- C. To define the rules that govern decisions in and organization and that define, constrain, or enable organizational policies.
- D. To define the historical information that is available for the business analyst to rely on for his research.

Answer: C

Explanation:

QUESTION NO: 198

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

Answer: C

Explanation:

QUESTION NO: 199

You are the business analyst for your organization and are preparing for the conduct elicitation activities. You'll have six inputs as you prepare for this activity. Which one of the following is not a valid input for the requirements elicitation activity?

- A. Requirements management plan
- B. Documented elicitation results
- C. Solution scope
- D. Business need

Answer: B

Explanation:

QUESTION NO: 200

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

Topic 3, Volume C

QUESTION NO: 201

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

Explanation:

QUESTION NO: 202

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 storyboards.
- D. The learners are not interested in the topic unless they can immediately apply it to their lives or jobs.

Answer: B

Explanation:

QUESTION NO: 203

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

Explanation:

QUESTION NO: 204

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

Explanation:

QUESTION NO: 205

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

Explanation:

QUESTION NO: 206

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

Explanation:

QUESTION NO: 207

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

Explanation:

QUESTION NO: 208

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

Explanation:

QUESTION NO: 209

_____ is a process to determine the completeness of the project work and to gain the customer's acceptance to move the project forward.

- A. Phase gate review
- B. Inspection of key results
- C. Verify scope
- D. Quality control

Answer: C

Explanation:

QUESTION NO: 210

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

Explanation:

QUESTION NO: 211

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

Explanation:

QUESTION NO: 212

Which one of the following diagrams when properly laid out is always laid in a left to right display to properly reflect the chronology of all project work?

- A. Influence diagram
- B. Project schedule network diagram
- C. Arrow diagramming method
- D. Time-scaled schedule network diagram

Answer: B

Explanation:

QUESTION NO: 213

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

Explanation:

QUESTION NO: 214

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

Explanation:

QUESTION NO: 215

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

Explanation:

QUESTION NO: 216

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

Explanation:

QUESTION NO: 217

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

Explanation:

QUESTION NO: 218

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

Explanation:

QUESTION NO: 219

As a program manager, you decided to overlap two phases of your program. Which of the following terms best describe your act?

- A. Lead time
- B. Rolling
- C. Fast tracking
- D. Crashing

Answer: C

Explanation:

QUESTION NO: 220

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

Explanation:

QUESTION NO: 221

Which of the following graphical presentations of a project plan is most appropriate for presenting to upper management?

- A. Pie chart
- B. Pareto Chat
- C. Critical Path Method
- D. Scatter chart

Answer: C

Explanation:

QUESTION NO: 222

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

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

Answer: D

Explanation:

QUESTION NO: 223

Which of the following is a visual decomposition of the project scope?

- A. Budgeted Cost of Work Scheduled (BCWS)
- B. Resource Breakdown Structure (RBS)

- C. product breakdown structure (PBS)
- D. Work Breakdown Structure (WBS)

Answer: D

Explanation:

QUESTION NO: 224

_____ 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

Explanation:

QUESTION NO: 225

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

Explanation:

QUESTION NO: 226

Which of the following tasks cannot start until other tasks are completed?

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

Answer: B

Explanation:

QUESTION NO: 227

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

Explanation:

QUESTION NO: 228

Which of the following processes includes tasks and roles, risk categories, schedules for risk management activities, definitions of probability and impact, and the stakeholders' tolerances?

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

Answer: A

Explanation:

QUESTION NO: 229

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

Explanation:

QUESTION NO: 230

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

Explanation:

QUESTION NO: 231

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

Explanation:

QUESTION NO: 232

Which of the following processes is used by organizations to set the risk tolerance, identify the potential risks, and prioritize the tolerance for risk?

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

Answer: D

Explanation:

QUESTION NO: 233

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

Explanation:

QUESTION NO: 234

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

Explanation:

QUESTION NO: 235

Which of the following chart is important to ensure

- A. Pie chart
- B. Line chart
- C. RACI chart
- D. Gantt chart

Answer: C

Explanation:

QUESTION NO: 236

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

Explanation:

QUESTION NO: 237

Which of the following types of charts shows which resources are needed in the project and allows you to group the resources by project phase or other attributes?

- A. Pareto chart
- B. Organizational Breakdown Structure
- C. Gantt chart
- D. Resource Breakdown Structure

Answer: D

Explanation:

QUESTION NO: 238

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

Explanation:

QUESTION NO: 239

Which of the following chart shows the correlation between project team members and the work they've been assigned to complete?

- A. Pie chart
- B. Responsibility Assignment Matrix (RAM) chart
- C. Gantt chart

D. RACI chart

Answer: B

Explanation:

QUESTION NO: 240

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

Explanation:

QUESTION NO: 241

Which of the following describes the actual users who interact with one another, a system, or data moved between two users?

- A. Device interface
- B. User interface
- C. Data interface
- D. Communication port

Answer: B

Explanation:

QUESTION NO: 242

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

Explanation:

QUESTION NO: 243

Which of the following document is created first after project is awarded and statement of work is handed over to the project manager?

- A. Work breakdown structure (WBS)
- B. WBS dictionary
- C. Project scope statement
- D. Project charter

Answer: D

Explanation:

QUESTION NO: 244

Which of the following are directed conversations for gathering ideas, opinions about a product, service, problem, or opportunity?

- A. Interviews
- B. Group discussions
- C. Feedback loops
- D. Focus groups

Answer: D

Explanation:

QUESTION NO: 245

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

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

Answer: C

Explanation:

QUESTION NO: 246

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

Explanation:

QUESTION NO: 247

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

Explanation:

QUESTION NO: 248

There are 50 stakeholders in the current project. How many communication channels exist in this project?

- A. 1200
- B. 1225
- C. 1500
- D. 500

Answer: B

Explanation:

QUESTION NO: 249

Which of the following communicates from the program-level perspective - a clear understanding and statement of the technical objectives and the end products, services, or results of the work to

be performed?

- A. Scope statement
- B. Preliminary scope statement
- C. Program work breakdown structure
- D. Program charter

Answer: C

Explanation:

QUESTION NO: 250

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

Explanation:

QUESTION NO: 251

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

- A. Receiver
- B. Medium
- C. Translator
- D. Sender

Answer: B

Explanation:

QUESTION NO: 252

Which of the following is derived from a schedule model to meet the project execution plan and achieve management approval for use as a baseline?

- A. Updating

- B. Impacts
- C. Baseline schedule
- D. Dumping

Answer: C

Explanation:

QUESTION NO: 253

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

Explanation:

QUESTION NO: 254

Which of the following requires that all parties in the conflict must give up something?

- A. Barrier
- B. Problem solving
- C. Withdrawal
- D. Compromising

Answer: D

Explanation:

QUESTION NO: 255

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

Explanation:

QUESTION NO: 256

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

Explanation:

QUESTION NO: 257

Which of the following processes is must at the end of each project phase to determine the completeness of the project work and to gain the customer's acceptance to move the project forward?

- A. Scope verification
- B. Inspection of key results
- C. Quality control
- D. Phase gate review

Answer: A

Explanation:

QUESTION NO: 258

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

Explanation:

QUESTION NO: 259

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

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

Answer: B

Explanation:

QUESTION NO: 260

Which of the following is not a hygiene agent according to Frederick Herzberg theory?

- A. The chance to excel
- B. Job security
- C. A paycheck
- D. Clean and safe working conditions

Answer: A

Explanation:

QUESTION NO: 261

Which of the following techniques is used to test customer acceptance of the solution and to measure marketplace demand?

- A. Interviews
- B. Market Survey
- C. Technology Assessment
- D. Prototyping

Answer: B

Explanation:

QUESTION NO: 262

Which of the following displays the relative importance of the defects?

- A. Pareto diagram
- B. User Documentation
- C. Gantt chart
- D. Flowchart

Answer: A

Explanation:

QUESTION NO: 263

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

Explanation:

QUESTION NO: 264

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

Explanation:

QUESTION NO: 265

Which of the following can be used in root cause analysis?

- A. Pareto chart

- B. Data-flow diagram
- C. Gantt chart
- D. Fishbone diagram

Answer: D

Explanation:

QUESTION NO: 266

Which of the following diagrams is known as Ishikawa diagram?

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

Answer: D

Explanation:

QUESTION NO: 267

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

Explanation:

QUESTION NO: 268

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

Explanation:

QUESTION NO: 269

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

Explanation:

QUESTION NO: 270

Which of the following is described in the statement below?

"It shows the history and pattern of variation. It is a line graph that shows data points plotted in the order in which they occur. They show trends in a process over time, variation over time, or declines or improvements in a process over time. Trend analysis is performed using them."

- A. Cause and effect diagram
- B. Histogram
- C. Run chart
- D. Pareto chart

Answer: C

Explanation:

QUESTION NO: 271

Which of the following is the process of defining and analyzing the dangers to individuals, businesses, and government agencies posed by potential natural and human-caused adverse events?

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

Answer: A

Explanation:

QUESTION NO: 272

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

Explanation:

QUESTION NO: 273

Which of the following defines how the project will be estimated, budgeted, and how changes to cost will be managed?

- A. Cost management plan
- B. Cost variance reports
- C. Control chart
- D. Coercive power

Answer: A

Explanation:

QUESTION NO: 274

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

Explanation:

QUESTION NO: 275

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

Explanation:

QUESTION NO: 276

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

Explanation:

QUESTION NO: 277

Which one of the following diagrams visualize the result of the root cause analysis study?

- A. Activity diagrams
- B. State diagrams
- C. Tornado diagrams
- D. Cause-and effect diagrams

Answer: D

Explanation:

QUESTION NO: 278

The business process model is also known as _____.

- A. Organization model
- B. Activity model
- C. Relational model
- D. Data flow model

Answer: B

Explanation:

QUESTION NO: 279

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

Explanation:

QUESTION NO: 280

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

Explanation:

QUESTION NO: 281

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

Explanation:

QUESTION NO: 282

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

Explanation:

QUESTION NO: 283

Which of the following requirement attributes lacks any ambiguous characteristics?

- A. Understandable
- B. User Requirements Document (URD)
- C. Unambiguous
- D. Urgency

Answer: A

Explanation:

QUESTION NO: 284

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

Explanation:

QUESTION NO: 285

Which of the following processes measures the maturity level of the security program?

- A. Risk analysis
- B. Risk mitigation
- C. Risk assessment
- D. GAP analysis

Answer: D

Explanation:

QUESTION NO: 286

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

Explanation:

QUESTION NO: 287

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

Explanation:

QUESTION NO: 288

Which of the following process models needs to complete each set of tasks in one phase before moving into the next phase in a project development life cycle?

- A. Procedural model
- B. Evolutionary model
- C. Spiral model
- D. Waterfall model

Answer: D

Explanation:

QUESTION NO: 289

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

Explanation:

QUESTION NO: 290

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

Explanation:

QUESTION NO: 291

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

Explanation:

QUESTION NO: 292

Which of the following techniques involves determining and documenting the variance between business requirements and current capabilities?

- A. Risk analysis
- B. Schedule analysis
- C. GAP analysis
- D. Cost benefit analysis

Answer: C

Explanation:

QUESTION NO: 293

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

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

Answer: C

Explanation:

QUESTION NO: 294

Which of the following is NOT a component of flowchart?

- A. Forks
- B. Attributes
- C. Activities
- D. Joins

Answer: B

Explanation:

QUESTION NO: 295

Which of the following meeting brings all of the potential vendors together to discuss the statement of work and the request for proposal?

- A. Contract bidding meeting
- B. Status meeting
- C. Qualified vendors meeting
- D. Bidders conference

Answer: D

Explanation:

QUESTION NO: 296

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

Explanation:

QUESTION NO: 297

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

- B. Past project cost
- C. Past estimate
- D. Top-down estimate

Answer: D

Explanation:

QUESTION NO: 298

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

Explanation:

QUESTION NO: 299

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

Explanation:

QUESTION NO: 300

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

Explanation:

QUESTION NO: 301

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

Explanation:

QUESTION NO: 302

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

Explanation:

QUESTION NO: 303

Which of the following is mandatory in most software development projects?

- A. Communication Management plan
- B. Disaster recovery plan
- C. Test plan
- D. Procurement plan

Answer: C

Explanation:

QUESTION NO: 304

_____ is the degree to which a set of inherent characteristics fulfills requirements.

- A. Quality
- B. Regulation
- C. Project phase
- D. Scope

Answer: A

Explanation:

QUESTION NO: 305

Which of the following inputs of Monitor and Control Risks acquires information from performance measurements and evaluates it to provide variance analysis and forecasting?

- A. Risk register
- B. Work performance information
- C. Performance report
- D. Project management plan

Answer: C

Explanation: