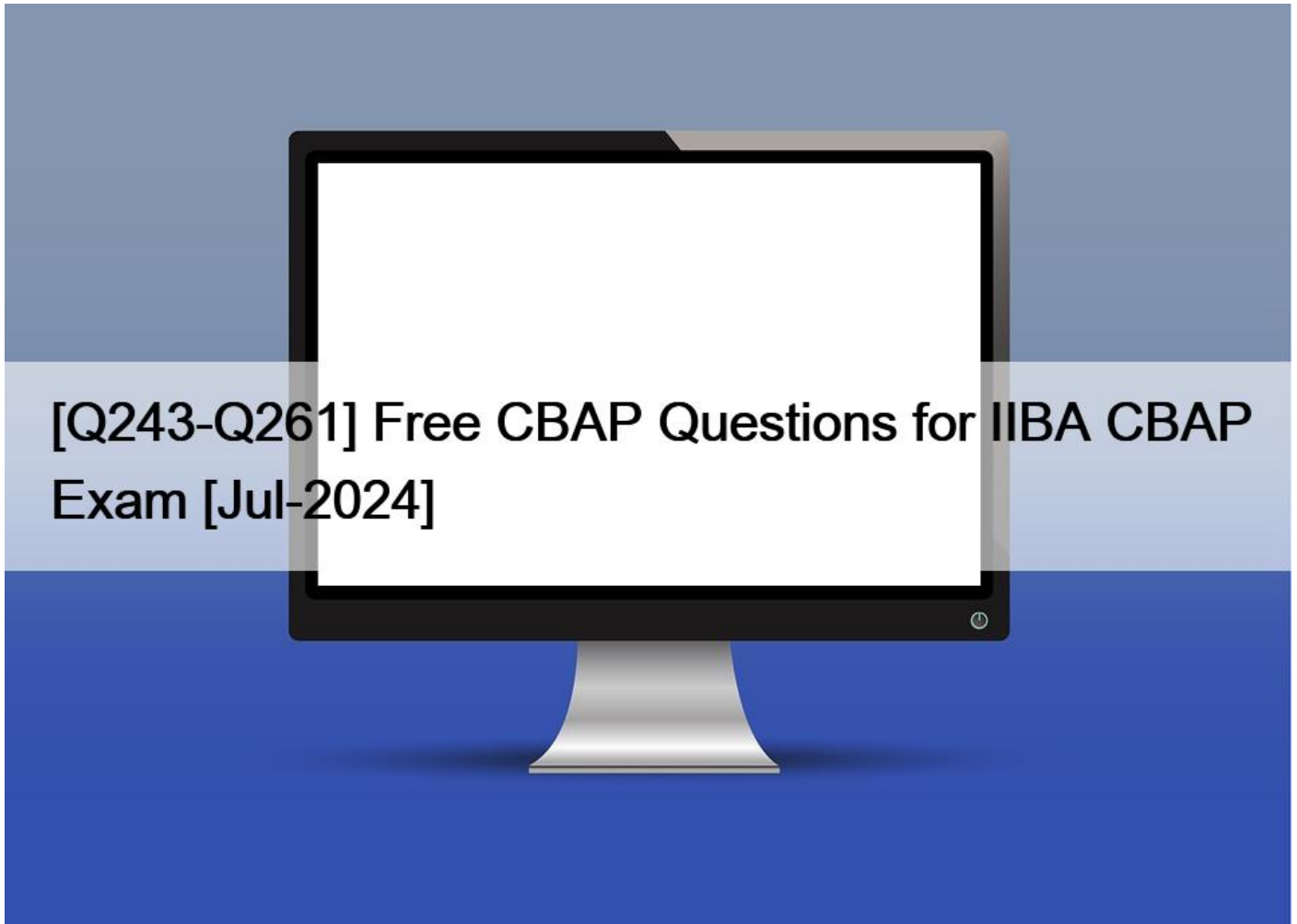# [Q243-Q261 Free CBAP Questions for IIBA CBAP Exam [Jul-2024

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The CBAP certification exam is a rigorous exam that assesses the knowledge and skills of business analysts in six knowledge areas: business analysis planning and monitoring, elicitation and collaboration, requirements life cycle management, strategy analysis, requirements analysis and design definition, and solution evaluation. CBAP exam is divided into 120 multiple-choice questions and is timed for a duration of 3.5 hours.

To be eligible to take the CBAP exam, candidates must have at least 7,500 hours of business analysis experience in the last ten years, as well as 35 hours of professional development in business analysis. In addition, candidates must have a high school diploma or equivalent. The CBAP exam consists of 120 multiple-choice questions and candidates have 3.5 hours to complete it. The passing score for the exam is 70%.

Q243. In order to align with the added value required from the parcel tracking solution, what would be an important requirements’ category for the BA to give more focus?
* Transition
* Process
* Non functional
* Stakeholder

Q244. An insurance company wants to implement a business intelligence solution to consolidate data from various different internal systems to provide a better understanding of their customer base.

A business analyst (BA) is engaged to put together a tender (bid) to be sent to various business intelligence providers and implementation partners. Among other information, the business analyst requests the following:

* Licensing costs for Year 0 based on meeting 1 Central Processing Unit (CPU) license

* Licensing costs for specific user types such as Report Creators. Online Analytical Processing (OLAP) users and Power uses Predicted licensing costs for renewing in Years 1 ad 2

* Full implementation costs

After reviewing the received vendor responses the project team shortlists the candidates to 3 and the BA structures the received information as follows:

		Company A	Company B	Company C
License Costs	Year 0	$323,458	$373,355	$400,244
	Years 1 and 2 Total	$270,092	$202,186	$214,096
Implementation Costs		Phase la: 28,500 fixed price (30 days) Phase lb: 55,000 fixed price (60 days) Phase 2: 121.500 fixed price (120 days)	150 days @ $1,500 per day	159 days @$1,350 per day
Travel Expenses		$10,000	$10,000	$10,000

The BA also conducts a sensitivity analysis to compare the expected costs should the company’s needs grow based on the following information:

Scenario 1: Ten extra report creator, 1 extra OLAP user and 1 extra power user licenses and 2 extra CPU licenses Scenario 2: Twenty five extra report creator, 1 extra OLAP user and 1 extra power user licenses and 3 extra CPU licenses

		Company A	Company B	Company C
Cost Increase	Price change per CPU	$20,000	$50,000	$217, 978
	Report Creator license cost	N/A	$2,070	$1,589
	OLAP user license cost	N/A	$2,070	$1,000
	Power user license cost	N/A	$3,970	$789

The insurance company has a maximum budget of $810,000 for the entire implementation and operation over the first three years. Which vendor or vendors meet that criteria?
* Company A
* Company B
* Both companies B and C
* Both companies A and C

Q245. 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?
* Scope verification
* Inspection of key results
* Quality control
* Phase gate review
Section: Volume C

Explanation/Reference:

Q246. 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?
* It is the expected deliverables that will be beneficial for the organization.
* It is the point in time when the solution will be completed.
* It is the duration of each phase of the project until the solution earns a profit.
* It is the point in time for the solution to break even on cost and begin earning a profit.
Section: Volume A

Explanation/Reference:

Q247. Which of the following meeting brings all of the potential vendors together to discuss the statement of work and the request for proposal?
* Contract bidding meeting
* Status meeting
* Qualified vendors meeting
* Bidders conference

Q248. 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?
* Define the risk and reward for the requirements
* Categorize and create hierarchies of items
* Define boundaries for business domains
* Show business logic

Q249. 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?
* The newly identified stakeholders will now have to pay for any requirements they want to add to the requirements.
* The newly identified stakeholders will need to spend extra time to learn about the project and how it will affect them.
* The newly identified stakeholders will be excluded from decisions that affect the deliverables that have already been created in the project.
* The newly identified stakeholders may have requirements that require additions to the project or may nullify other requirements

already in the project.
Explanation/Reference:

Explanation:

Q250. 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?
* The newly identified stakeholders will now have to pay for any requirements they want to add to the requirements.
* The newly identified stakeholders will need to spend extra time to learn about the project and how it will affect them.
* The newly identified stakeholders will be excluded from decisions that affect the deliverables that have already been created in the project.
* The newly identified stakeholders may have requirements that require additions to the project or may nullify other requirements already in the project.
Explanation

Overlooking a key set of stakeholders can have serious consequences for the project, as they may have different needs, expectations, and perspectives than the existing stakeholders. Their requirements may conflict with or invalidate the ones that have been already elicited and analyzed, leading to rework, delays, and increased costs. Alternatively, they may introduce new requirements that require changes to the project scope, schedule, budget, or quality. Therefore, it is important to identify all relevant stakeholders as early as possible in the business analysis process and to engage them throughout the project lifecycle. References:

CBAP Handbook, page 12, section 2.0 Nine-Steps to Certification, step 3. Enter Your Eligibility Details into the BA Development Log

[BABOK Guide], page 30, section 2.2 Conduct Stakeholder Analysis, task description and output CBAP/CCBA Study Guide, page 55, section 2.2.3 Stakeholder Analysis, stakeholder identification and analysis techniques

Q251. A business analyst (BA) plans to hold a workshop next week to elicit requirements for a project. In an informal conversation, another employee mentioned that one of the attendees is likely to be unhappy about the project’s impact on their work.

Which of the following techniques will the BA use to avoid disrupting the workshop?
* Elicitation Activity Plan
* Collaborative Games
* Stakeholder List
* Risk Analysis and Management
Explanation/Reference: IIBA BABOK v3 (p. 84)

Q252. A business analyst (BA) finds that the solution service level agreement (SLA) cannot be met m one out of five identified scenarios. is there 4 a dependency on a requirement which is a part of a future release. How should the BA approach the solution limitation?
* Assess the impact on the business operations
* Increase the scope and include the dependent requirement
* Modify the SLA
* Change the business process
Explanation

The BA should approach the solution limitation by assessing the impact on the business operations. This means that the BA should analyze how the inability to meet the SLA in one out of five scenarios would affect the business goals, objectives, performance,

value, and risks. The BA should also consider the frequency, severity, and likelihood of the scenarios, and the expectations and needs of the stakeholders. Based on the impact assessment, the BA can then recommend the best course of action, such as modifying the SLA, changing the business process, increasing the scope, or deferring the requirement to a future release. The other options are not the best approaches, as they may either be unrealistic, unnecessary, or ineffective without a proper impact assessment.
References:

CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition, Chapter 7: Solution Evaluation, Section 7.2: Analyze Performance Measures, p. 311-312 A Guide to the Business Analysis Body of Knowledge (BABOK Guide), Version 3, Chapter 7:

Solution Evaluation, Section 7.2: Analyze Performance Measures, p. 269-270

Q253. The business process model is also known as .
* Organization model
* Activity model
* Relational model
* Data flow model

Q254. Which of the following is a quality control chart to track trends in project execution?
* Control chart
* RACI chart
* PERT chart
* Pareto chart
Explanation/Reference:

Explanation:

Q255. 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?
* Probability distribution
* Sensitivity analysis
* Modeling and simulation
* Interviewing
Explanation/Reference:

Explanation:

Q256. When an organization is using a change-driven approach to business analysis, how are communications managed?
* Communications in a change-driven approach to business analysis focus more on the frequency of communication.
* Communications in a change-driven approach typically use face-to-face channels.
* Communications in a change-driven approach focus more on formal communications.
* Communications in a change-driven approach are all ad hoc.

Q257. 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?
* Requirements elicitation
* Solution assessment and validation
* Enterprise analysis

* Requirements management and communication
Explanation

Enterprise analysis is the business analysis knowledge area that involves defining the business need, assessing the capability gaps, determining the solution approach, defining the solution scope, and building the business case. In this scenario, the activity of examining the workflow and internal processes for order fulfillment and identifying the business problems and opportunities is part of the enterprise analysis. The purpose of this activity is to understand the current state of the organization and its environment, and to propose a solution that can address the business need and deliver value to the stakeholders. References:

BABOK Guide, p. 16-17

CBAP / CCBA Certified Business Analysis Study Guide, p. 83-84

Certified Business Analysis Professional (CBAP) | Coursera, Course 1, Week 4, Video: “Enterprise Analysis”

Q258. Which of the following defines the deliverable the customer is expecting?
* Project charter
* Procurement management plan
* Product scope statement
* Project network diagram
Explanation

The product scope statement defines the deliverable the customer is expecting. It describes the features, functions, and characteristics of the product, service, or result that will be produced by the project. It also defines the acceptance criteria, assumptions, and constraints related to the product scope. The product scope statement is a key input for developing the project scope statement, which defines the work that needs to be done to deliver the product scope. The product scope statement is usually created by the business analyst in collaboration with the customer and other stakeholders, and approved by the solution owner. References: IIBA BABOK Guide v3, section 5.1.2, page 162; CBAP / CCBA Certified Business Analysis Study Guide, chapter

6, page 233; Free CBAP CBAP Exam Questions – IIBA CBAP Exam – Study4Exam, question 242.

Q259. 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?
* So if the risk comes true the project will fail will little investment in the work.
* So if the risk comes true then the project manager can mitigate the risk event.
* So if the risk comes true they’ll receive the reward as soon as possible.
* So if the risk comes true then there’s ample time to correct the problem.
Explanation

Risky requirements are those that have a high probability of causing problems or failures in the project. By addressing them early in the prioritization, the project team can identify and resolve any issues before they affect the rest of the requirements or the projectdeliverables. This way, the project can avoid rework, delays, and cost overruns that may result from risky requirements. References: CBAP / CCBA Certified Business Analysis Study Guide, Chapter 6: Requirements Analysis, page 203. Certified Business Analysis Professional (CBAP) Handbook, page 6.

Q260. 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?
* Determine an appropriate format for the presentation.
* Confirm that he has the authority to host the presentation.

* Confirm that the stakeholders have signed off on the requirements.
* Hire a scribe to keep the minutes of the meeting.
Section: Volume A

Explanation/Reference:

Q261. Which of the following reports is generated whenever the project is slipping off the project schedule and includes an of the problem?
* Status report
* Schedule variance report
* Delay report
* Cost variance report
Explanation

A schedule variance report is a report that shows the difference between the planned and actual schedule of a project. It indicates whether the project is ahead of, on, or behind schedule, and by how much. It also identifies the causes of the schedule variance and the corrective actions needed to bring the project back on track. A status report is a report that provides an overview of the current state of the project, including the scope, schedule, cost, quality, risks, issues, and deliverables. A delay report is a report that documents the reasons for a delay in the project, the impact of the delay, and the mitigation strategies to minimize the delay. A cost variance report is a report that shows the difference between the planned and actual cost of a project. It indicates whether the project is under or over budget, and by how much. It also identifies the causes of the cost variance and the corrective actions needed to control the project cost. References: CBAP Handbook, CBAP Exam Prep Study Guide, Project Management Institute

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