



IIBA CBAP Practice Questions

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Question 1

Question Type: MultipleChoice

You are the business analyst for your organization and are working on prioritizing requirements.

What plan should guide you through this process?

Options:

- A- Risk management plan
- B- Project management plan
- C- Requirements management plan
- D- Scope management plan

Answer:

C

Explanation:

The requirements management plan is a document that describes how the requirements will be elicited, analyzed, documented, validated, and managed throughout the project. The requirements management plan also defines the criteria and process for prioritizing the requirements, based on factors such as value, risk, urgency, dependency, and stakeholder preference. The requirements management plan guides the business analyst through the process of prioritizing the requirements and ensuring that they are aligned with the project objectives and the stakeholder needs. Reference: BABOK Guide v3, page 36; CBAP / CCBA Certified Business Analysis Study Guide, page 74.

Question 2

Question Type: MultipleChoice

What is the purpose of the business case?

Options:

- 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:

A business case is a document that provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution. The purpose of the business case is to communicate the value of the solution to the organization and help the decision-makers decide whether to approve the project or not. The business case should include the following elements:

Executive summary: A brief overview of the problem, opportunity, solution, benefits, costs, risks and recommendations.

Introduction: A description of the background, context, scope and objectives of the project.

Analysis: A detailed analysis of the current state, future state, gap, options, criteria, assumptions and constraints.

Evaluation: A comparison of the options based on the criteria, such as financial, strategic, operational, technical, social and environmental factors.

Recommendation: A clear statement of the preferred option and the reasons for choosing it over the others.

Implementation: A description of the implementation plan, including the schedule, resources, roles, responsibilities, governance, change management and risk management.

Appendices: Any supporting information, such as data, calculations, charts, diagrams, references, etc.

[Business Analysis Body of Knowledge \(BABOK\) Guide, Version 3, Chapter 3: Business Analysis Planning and Monitoring, Section 3.4: Plan Business Analysis Approach, Task 3.4.3: Define Business Analysis Process, Technique 3.4.3.1: Decision Analysis, p. 66-67.](#)

[What is business case?| APM](#)

[How to Write a Business Case: Template & Examples| Adobe Workfront](#)

Question 3

Question Type: MultipleChoice

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?

Options:

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

Answer:

A

Explanation:

Visual learners are the type of learners who learn best through the presentation of models. Models are graphical representations of concepts, processes, systems, or data that help to illustrate and communicate information. Visual learners prefer to see the information rather than hear it or read it. They benefit from the use of colors, shapes, symbols, and spatial arrangements to organize and highlight the information. Models can help visual learners to understand the relationships, patterns, and trends of the information, as well as to compare and contrast different aspects of the information. Some examples of models that can be used in a presentation are diagrams, charts, graphs, maps, tables, and infographics. The other options are not the type of learners who learn best through the presentation of models, although they may also benefit from them. Auditory learners are the type of learners who learn best through listening to the information. They prefer to hear the information rather than see it or read it. They benefit from the use of voice, tone, pitch, and volume to convey and emphasize the information. Auditory learners can also learn from verbal explanations, discussions, debates, and questions. Kinesthetic learners are the type of learners who learn best through doing or experiencing the information. They prefer to interact with the information rather than see it or hear it. They benefit from the use of movement, touch, and physical activities to engage and stimulate the information. Kinesthetic learners can also learn from demonstrations, simulations, experiments, and role-plays. Communication model learners are not a type of learners, but rather a term used to describe a framework that explains how communication works. A communication model consists of elements such as sender, receiver, message, channel, feedback, and noise. A communication model can help the business analyst to understand the factors that affect the effectiveness and efficiency of communication, as well as to identify and overcome the barriers and challenges of communication. Reference:

[The four different types of learners, and what they mean for your presentations \(infographic\), paragraph 2](#)

[Presentations for Each Type of Learner -- Microsoft 365, paragraph 3](#)

[8 Types of Learning Styles | The Definitive Guide - Bay Atlantic University, paragraph 1](#)

[Learning styles \(power point\) | PPT - SlideShare, slide 4](#)

Question 4

Question Type: MultipleChoice

The RGQ Organization utilizes a change log.

What is a change log?

Options:

- 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:

A change log is a tool that helps to manage and monitor the changes that affect the requirements, the solution, or the project. A change log tracks all characteristics and status of changes that have been received, such as the source, description, priority, impact, approval, and resolution of the changes. A change log can help to ensure that the changes are properly documented, communicated, and controlled, and that they are aligned with the stakeholder needs and expectations. Reference: BABOK Guide v3, page 54; CBAP / CCBA Certified Business Analysis Study Guide, page 161.

Question 5

Question Type: MultipleChoice

A business analyst (BA) facilitated elicitation activities with subject matter experts and end users using observation, workshops, and interviews.

After comparing the results, how should the BA resolve the variations?

Options:

- A- Identify a few key stakeholders to resolve the conflicts
- B- Set up additional activities to collaboratively resolve the issues
- C- Remove requirements that cause differences
- D- Weight the results from the observation because it is more reliable

Answer:

B

Explanation:

The BA should set up additional activities to collaboratively resolve the variations in the elicitation results, as this will help to ensure that the information is accurate, consistent, and complete. The BA can use techniques such as reviews, workshops, or focus groups to confirm the elicitation results with the stakeholders, identify and address any gaps, conflicts, or ambiguities, and reach a consensus on the requirements. The other options are not effective ways to resolve the variations. Identifying a few key stakeholders to resolve the conflicts may exclude other relevant stakeholders and create bias or resentment. Removing requirements that cause differences may result in losing important information or value. Weighting the results from the observation because it is more reliable may ignore other sources of information or perspectives.

Question 6

Question Type: MultipleChoice

Which option best is NOT a component of an entity relationship diagram?

Options:

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

Answer:

C

Explanation:

An entity relationship diagram (ERD) is a graphical representation of how entities and relationships are organized in a database or a system. An ERD consists of three main components: entities, attributes, and relationships. Entities are the objects or concepts that store data, such as customers, products, or orders. Attributes are the properties or characteristics of entities, such as name, price, or quantity. Relationships are the associations or connections between entities, such as one-to-one, one-to-many, or many-to-many. Forks are not a component of an ERD, but rather a symbol used to represent a relationship type. A fork indicates that a relationship is either one-to-many or many-to-many, depending on the direction of the fork. For example, a fork pointing from an entity A to an entity B means that one instance of A can be related to many instances of B, while a fork pointing from an entity B to an entity A means that many instances of B can be related to one instance of A. Reference:

ER Diagram (ERD) - Definition & Overview | Lucidchart, paragraph 1-2

A Guide to the Entity Relationship Diagram (ERD) - Database Star, paragraph 1-2

ERD Templates | ER Diagram Examples | Moqups, paragraph 1

What is an Entity Relationship (ER) Diagram - Creately, paragraph 1

Components of an ER Diagram - TAE - Tutorial And Example, paragraph 1-2

Question 7

Question Type: MultipleChoice

A company that specialized in manufacturing vending machines for books has been in business for 10 years. As the e-book and online retailing grow, the company perceived that a change is required to respond to the new emerging market forces. However, the change should focus on reusability as much as possible to reduce expenses. After analyzing the current state with the business subject matter experts, the business analyst

(BA) proposed investing in a new business line of vending machines that sell pay per use mobile device phone fast charging stations.

Due to the urgency of this change, the BA was asked to finalize requirements elicitation in the shortest possible time.

By proposing this change, what type of view did the BA use to analyze the current manufacturer's state?

Options:

- A- Data-centric
- B- Capability-centric
- C- Process-centric
- D- People-centric

Answer:

B

Explanation:

A capability-centric view is a type of view that analyzes the current state of an organization based on its capabilities, which are the abilities and skills that enable the organization to achieve its goals and objectives. A capability-centric view helps to identify the strengths and weaknesses of the organization, as well as the opportunities and threats in the external environment. By proposing a change that leverages the existing capabilities of the organization, such as manufacturing vending machines, and adapts them to a new market segment, such as mobile device users, the BA used a capability-centric view to analyze the current manufacturer's state.

The other options are not correct because they do not match the type of view that the BA used. A data-centric view is a type of view that analyzes the current state of an organization based on its data, which are the facts and information that support the organization's operations and decision-making. A data-centric view helps to identify the sources, quality, and usage of data, as well as the data requirements and gaps. A process-centric view is a type of view that analyzes the current state of an organization based on its processes, which are the activities and tasks that transform inputs into outputs. A process-centric view helps to identify the inputs, outputs, resources, and performance of processes, as well as the process improvements and optimizations. A people-centric view is a type of view that analyzes the current state of an organization based on its people, which are the stakeholders who are involved in or affected by the organization's activities and outcomes. A people-centric view helps to identify the roles, responsibilities, relationships, and needs of the people, as well as the people management and engagement strategies.

[BABOK Guide v3], Section 6.1: Analyze Current State, p. 158-159

Certified Business Analysis Professional (CBAP) Specialization, Course 3: Business Analysis: Strategy Analysis, Week 1: Strategy Analysis, Video: Current State Analysis

What is Strategic Analysis? 8 Best Strategic Analysis Tools + Examples, Blog Post, July 2023

Question 8

Question Type: MultipleChoice

A business analyst (BA) conducts a process analysis on the business analysis practices that were used on the previous major implementation. From this the BA identifies and documents that there are three improvement areas which would make the business analysis process more efficient. In which business analysis artifact does the BA document these measures of improvement for the next piece of analysis work?

Options:

- A- Skills assessment
- B- Performance assessment
- C- Engagement approach
- D- Governance approach

Answer:

B

Explanation:

A performance assessment is a business analysis artifact that evaluates the effectiveness and efficiency of the business analysis work. It can be used to identify and document the improvement areas for the next piece of analysis work, as well as to measure the value delivered by the business analysis outcomes. A performance assessment can include metrics, indicators, targets, and feedback mechanisms that help the BA to monitor and improve the business analysis performance.¹²Reference:

1: BABOK Guide v3, Chapter 2: Business Analysis Planning and Monitoring, Section 2.5: Plan Business Analysis Performance Improvements

2: Tasks Mapped To

Artifacts(<https://www.modernanalyst.com/Resources/Articles/tabid/115/ID/5769/Tasks-Mapped-To-Artifacts.aspx>)

Question 9

Question Type: MultipleChoice

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?

Options:

- 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:

Recording the dependencies and relationships for the requirements is a technique of identifying and documenting how the requirements are linked or influenced by each other or by external factors. Recording the dependencies and relationships can help to determine the sequence in which requirements are to be addressed, by showing which requirements must be implemented before, after, or in parallel with other requirements. This can help to plan and manage the requirements implementation, and to avoid any conflicts or gaps in the requirements. Reference: BABOK Guide v3, page 52; CBAP / CCBA Certified Business Analysis Study Guide, page 160.

Question 10

Question Type: MultipleChoice

Which of the following authorizes the project to exist within the organization?

Options:

- A- Project charter
- B- Project network diagram
- C- Project integration management
- D- Project boundaries

Answer:

A

Explanation:

A project charter is a document that authorizes the project to exist within the organization. A project charter is the output of the initiation stage of a project, which involves identifying the problem or opportunity that the project intends to address, and defining the purpose, objectives, scope, and justification of the project. A project charter formally approves and initiates the project, and grants the project manager the authority and responsibility to manage the project. A project charter also identifies the key project stakeholders, roles, responsibilities, and expectations, and establishes the high-level requirements, assumptions, constraints, and risks of the project¹². A project network diagram is a graphical representation of the logical relationships among the project activities. It shows the dependencies, sequence, and duration of all the activities in a project. A project network diagram is the output of the planning stage of a project, which involves defining the project requirements, scope, schedule, cost, quality, resources, and risk. A project network diagram helps to determine the critical path, the float, and the milestones of the project, and to monitor and control the project performance¹³. Project integration management is a process that coordinates and integrates all the aspects of a project. It involves developing, executing, and controlling the project management plan, which includes the subsidiary plans for scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder management. Project integration management is performed throughout the project lifecycle, and helps to ensure that the project deliverables meet the project objectives and the stakeholder expectations¹⁴. Project boundaries are the limits or edges of the project scope that define what is and what is not included in the project. Project boundaries are determined by the project requirements, assumptions, constraints, and exclusions, and help to clarify the project scope and avoid scope creep. Project boundaries are established during the planning stage of a project, and are documented in the project scope statement¹. Reference:

CBAP Handbook

Project Charter - iiba.org

Project Network Diagram - iiba.org

Project Integration Management - iiba.org

[Project Boundaries - iiba.org]

Question 11

Question Type: MultipleChoice

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

I . Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network.

II . Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles.

III . Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

1. The company's mobile application platform must support real time integration with the following third party systems:

A) GPS System

B) Postal Code Validation

2. The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.

3. The map display shall highlight the boundary of the search area with a dotted yellow line.

4. The extent and shape of the search area shall be determined based on one of the following user choices:

A) Postal code -- Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.

B) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.

5. Subscriber shall be able to select one of the options above and supply corresponding input.

6. System shall validate the user input and display appropriate error messages if invalid.

7. Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating service providers that are located within the designated search area.

8. System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.

9. The list of service providers shall include the Name, Phone Number and Street Address.

10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.

11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.

What is the appropriate diagram type to describe the association between the subscriber, the medical plan and the participating service providers?

Options:

- A- Data Model
- B- Data Dictionary
- C- Use Case Diagram
- D- Data Flow

Answer:

A

Explanation:

A data model is a diagram type that can describe the association between the subscriber, the medical plan, and the participating service providers. A data model is a visual representation of the data entities, attributes, and relationships involved in a business domain or a system. It shows the structure, constraints, and rules that govern the data and how they are stored, accessed, and manipulated. A data model can help the business analyst specify the data requirements for the mobile application platform and how the data is integrated from different sources. A data model can also help the enterprise architect compare the existing solution and the new solution by showing the similarities and differences in the data entities, attributes, and relationships.

[BABOK Guide v3], Section 10.9: Data Modeling, p. 358-360

CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition, Chapter 6: Requirements Analysis and Design Definition, p. 221-223

Certified Business Analysis Professional (CBAP) Specialization, Course 2: Business Analysis: Requirements Elicitation and Analysis, Week 4: Requirements Analysis Techniques, Video: Data Modeling

Question 12

Question Type: MultipleChoice

During requirements review, the implementation subject matter expert (SME) identified the requirement 'parsing of data' that must be implemented before other requirements. The business analyst (BA) has given this requirement high priority.

What factor influenced the prioritization of the requirement?

Options:

- A- Data Dictionary
- B- Constraint
- C- Dependencies
- D- Risk

Answer:

C

Explanation:

Dependencies are the relationships among requirements that indicate that one requirement is reliant on another requirement for its implementation, verification, or validation. Dependencies can influence the prioritization of requirements, as some requirements may need to be implemented before others to ensure the functionality, quality, or feasibility of the solution. In this case, the requirement 'parsing of data' must be implemented before other requirements, which means that it has a dependency relationship with them. Therefore, the BA has given this requirement a high priority to reflect its importance and urgency. Reference: Prioritization techniques in business analysis, CBAP / CCBA Certified Business Analysis Study Guide, BABOK Guide

Question 13

Question Type: MultipleChoice

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?

Options:

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

Answer:

B

Explanation:

Business or technical risk is a requirements prioritization approach that involves ranking the requirements based on the potential negative consequences or uncertainties associated with their implementation or non-implementation. This approach can help to identify and mitigate the most critical risks early in the project and reduce the likelihood of project failure. Business or technical risk can be assessed by considering factors such as the impact on the business value, the feasibility of the solution, the complexity of the requirements, the dependencies among the requirements, the volatility of the requirements, and the stakeholder satisfaction. Business or technical risk is one of the common criteria for requirements prioritization, as it helps to balance the benefits and costs of the requirements¹²³⁴. Reference: 1: Requirement prioritization³²: The Ultimate Guide to Requirements Prioritization⁴³: Business Analysis Techniques: Prioritizing Requirements⁵⁴: Requirements Prioritization: How to Prioritize Requirements

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