

IIBA Certified CBAP Dumps Questions Valid CBAP Materials [Q18-Q35]



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The CBAP certification is a valuable asset for professionals who want to advance their career in business analysis. Certified business analysis professional (CBAP) application certification is recognized globally and is highly valued by employers. Certified business analysis professional (CBAP) application certification demonstrates that the professional has a comprehensive understanding of business analysis concepts, tools, and techniques. Certified business analysis professional (CBAP) application certification also shows that the professional has a commitment to professional development and continuing education.

QUESTION 18

A software company has won a contract to implement its product for a client. As part of the implementation work, a business analyst (BA) is asked to elicit information about the other client applications that will interface with the new system and provide the information graphically. The technical staff needs to understand the message interaction within the systems for key business transactions.

Which type of diagram should the BA use?

- * Process
- * Sequence
- * Activity
- * Context

Sequence diagrams used to specify and model requirements to show how processes operate and interact with one another, and in what order.

Reference IIBA BABOKv3 (151)

QUESTION 19

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?

- * Risk is an uncertain event or condition that may have both positive and negative affects on the solution.
- * Risk is an uncertain event that can cause the organization to lose more monies than it invests in the solution.
- * Risk is a potential event that can cause the solution to fail.
- * Risks are threats to the organization's success.

Section: Volume B

Explanation/Reference:

QUESTION 20

A financial institution engaged in mortgage lending has embarked on a business process improvement initiative to eliminate the activities that hinder growth to ultimately improve the success rate of its mortgage business. As a benchmark for identification, the institution is keen on improving any business process that has less than a 75% success rate. The institution has appointed a business analyst (BA) to review the business transactions for the processes of origination, payments, and closures, as well as identify opportunities for improvements and recommend solutions.

The BA has collected the following information over the last three months pertaining to these business processes:

- *All the business processes are at their maximum capacity in terms of the current number of transactions.
- *Each business process has a certain number of rejects and the reasons for rejection include documentation, verification, collateral, and funding. Funding rejects occur when the bank's customers have failed to make payment of their mortgage processing fee or mortgage closure payment.

The BA has also recommended the use of documentation checklists as a solution to eliminate the documentation rejects.

Process Name	No of Transactions	Number of Rejects by Reason					Total Successes	Success Rate
		Documental on Rejects	Verification Rejects	Collateral Rejects	Funding Rejects	Total Rejects		
Mortgage Origination Process	450	55	38	27	15	135	315	70%
Mortgage Payment Process	400	25	0	0	25	50	350	87.50%
Mortgage Closure Process	30	3	0	0	3	6	24	80%

Which of the following business processes can be identified for the process improvement initiative?

- * Mortgage payment process
- * Mortgage origination process
- * Mortgage closure process
- * Collateral verification process

QUESTION 21

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?

- * Database analyst
- * End user
- * Subject matter expert
- * Information architect

Section: Volume C

Explanation/Reference:

QUESTION 22

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

- * Project manager
- * Subject matter expert
- * Solution owner
- * Stakeholder

Explanation

The solution owner is the person or group who is accountable for the delivery and approval of a specific solution. The solution owner is responsible for approving the project scope statement, phase gate reviews, solution validations, scope changes, and project success criteria. The solution owner may also be involved in other aspects of the project, such as defining the business need, prioritizing requirements, and providing feedback. The solution owner is usually a senior-level stakeholder who has the authority and influence to make decisions and allocate resources for the project. The solution owner may delegate some of the approval tasks to other stakeholders, but ultimately remains accountable for the solution. References: IIBA BABOK Guide v3, section 2.2.2.3, page 24; CBAP Sample Questions, question 227.

QUESTION 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?

- * Define transition requirements
- * Assess proposed solution
- * Assess organizational readiness
- * Allocate requirements

Explanation/Reference:

Explanation:

QUESTION 24

A company wants to develop a product roadmap to guide future development efforts. The product owner asks a business analyst (BA) to lead the analysis effort. Feature suggestions have been compiled from customer support calls. Which of the following should the BA do first?

- * Compare the Implementation costs of each feature
- * Determine the value of each feature
- * Prioritize the features in the backlog
- * Confirm the feature requests

QUESTION 25

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

- * Process modeling
- * Structured walkthrough
- * Decision analysis
- * Control charts

Explanation

Process modeling is a technique that can be used to define and document the business analysis approach, as it describes the activities, tasks, inputs, outputs, and roles involved in the business analysis work. Process modeling can help to identify the scope, objectives, deliverables, dependencies, assumptions, constraints, and risks of the business analysis work. Process modeling can also help to communicate and validate the business analysis approach with stakeholders and ensure alignment with the project management approach. References:

BABOK Guide v3, section 4.1.1.1, page 110; Business Analysis Techniques: Planning and Monitoring Business Analysis Work by Milena Pajic, section Using Process Modeling for Planning and Monitoring, page

171

QUESTION 26

A business analyst (BA) is in the process of allocating requirements to various releases of a solution.

On what should the BA base requirements to maximize the value of the solution?

- * Priority set by stakeholders
- * Available resources
- * Timing of the release and its impact on business
- * Components in scope for that release

Explanation/Reference: IIBA BABOK v3 (193)

QUESTION 27

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?

- * The goal should be to come up with as many solutions as possible, not just ten ideas.
- * The goal should be to generate ten ideas within a set time period.

- * The goal should be to come up with the best solution for the problem, not ten ideas.
- * The goal should be to include everyone's input to the solutions.

Explanation

Brainstorming is a technique for generating creative ideas and solutions through intensive and freewheeling group discussion. One of the guidelines for effective brainstorming is to encourage quantity over quality, meaning that participants should try to generate as many ideas as possible without worrying about their feasibility or quality. Setting a limit of ten ideas may discourage further creativity and prevent the group from exploring other potential solutions. Therefore, the goal should be to come up with as many solutions as possible, not just ten ideas. References:

BABOK Guide, section 10.25.3, page 404

Certified Business Analysis Professional (CBAP) Handbook, page 6

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QUESTION 28

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?

- * 2080
- * 4160
- * 4225
- * 65

QUESTION 29

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

- * Total ownership costing
- * Lifecycle maintenance fees
- * Sustainability fees
- * Total cost of ownership

QUESTION 30

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

- * Activity diagrams
- * State diagrams
- * Tornado diagrams
- * Cause-and effect diagrams

Explanation/Reference:

Explanation:

QUESTION 31

A bank moves currency from the main office to the branches daily for operational use. To avoid paying overnight interest, the

branch** return the currency at the end of the business day. The Bank requires a new inventory management system to account for the whereabouts of the cash at all times. A software provider has proposed a heavily customized version of their standard inventory management software. As the project progresses, the business analyst (BA) identifies a number of subtleties that would suggest a fully made-to-order solution may be a better option for the bank. What inputs does the BA need to perform the analysis?

- * Requirements and business policies
- * Needs and business analysis approach
- * Change strategy and performance objectives
- * Potential value and design options

QUESTION 32

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

- * Scatter chart
- * Gantt chart
- * Pie chart
- * Pareto chart

Explanation/Reference:

Explanation:

QUESTION 33

The business process model is also known as.

- * Organization model
- * Activity model
- * Relational model
- * Data flow model

Explanation

The business process model is also known as the activity model. It is a graphical representation that captures all of the activities within a business, the inputs and outputs of each activity, and the required resources to complete each activity. It shows the sequence, dependencies, roles, and responsibilities of the activities, as well as the information and materials that flow between them. A business process model can help to document, analyze, improve, and automate the business processes that deliver value to the customers and stakeholders. A business process model can also help to align the business and IT strategies, and to identify the gaps and opportunities for innovation. References:

Business Process Modeling: Definition, Benefits, and Examples – Kissflow, paragraph 1 Business process modeling – Wikipedia, paragraph 1 The business process model is also known as – VCEguide.com, answer B

QUESTION 34

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?

- * Timeboxing
- * Planning

- * Parametric estimate
- * Report project

Explanation

A parametric estimate is an estimate that uses a mathematical formula or model to calculate the time, cost, or resources required for a project or activity based on historical data and known variables. In this scenario, the

25 workstations per hour represents a parametric estimate of the productivity of the project team, which can be used to determine the total duration and cost of the installation. A parametric estimate is usually more accurate and reliable than other estimation techniques, such as expert judgment or analogy, as it is based on objective and quantifiable data. References:

CBAP Certification Study Guide v3.0, page 33

BABOK Guide v3, page 16

Certified Business Analysis Professional (CBAP) | Coursera, Course 3, Week 3, Video: [Project Management Concepts](#);

QUESTION 35

Which of the following types of elicitation allows each stakeholder to freely discuss their role in a particular process?

- * Focus group
- * Structured interview
- * Quick Interview
- * Unstructured interview

Explanation/Reference:

Explanation:

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