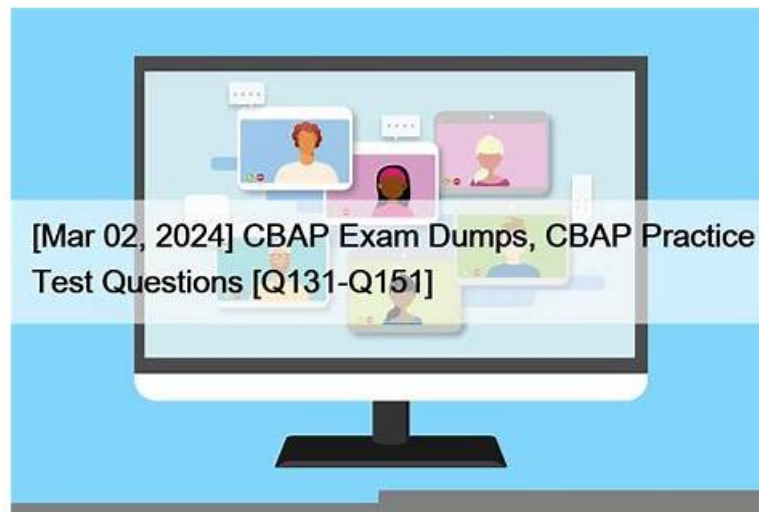


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IIBA Cetified business analysis professional (CBAP) appliation Sample Questions (Q123-Q128):

NEW QUESTION # 123

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

Answer: D

NEW QUESTION # 124

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:

Explanation/Reference:

NEW QUESTION # 125

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%

If the financial institution always works at full capacity month to month and the new success rate continues to remain the same after implementing the BA's recommendation, what is the average number of successes per month for the mortgage closure process, if the current process capability were increased by 50%?

- A. 0
- B. 1
- C. 2
- D. 3

Answer: A

NEW QUESTION # 126

A business unit of a transnational manufacturer wants to implement a robust process for addressing integrity- critical equipment deterioration incidents. Timely and complete resolution of such incidents is vital for the business unit's continuous safe and profitable operation. Treating each incident involves many employees from different departments extensively collaborating and exchanging information. That information is spread across multiple systems having their access limited to particular user groups. With the current manual process, some incidents get forgotten and remain unresolved for years.

The project's Sponsor is an Equipment Integrity and Reliability Advisor, who moved into this position from another business unit. That business unit implemented a proprietary application to integrate the information and to assist in tracking and managing the incidents. Having a positive experience with the application, the Sponsor is suggesting to customize it and reuse in the new business unit.

The business unit's Enterprise Architect (EA), who is responsible for assessing solution options and presenting them to executive decision makers, has a few concerns with adopting the existing application. The application uses point-to-point interfaces with other data sources whereas the business unit's target architecture relies on a data warehouse-based integration. Moreover, the two business units use different legacy systems, as well as different front-end implementation technologies. Additionally, the existing application is monolingual, while the business unit needs user interfaces and some data to be presented in two languages. With all of this, it may be easier to build a new application from scratch than to customize the existing one. To understand which option is better,

the EA asks a business analyst (BA) to define business requirements.

Through the elicitation process, the BA identifies the following requirement: "Particular incident-related activities require approval by authorized personnel before beginning them, as well as confirmation of acceptance of their completion." What kind of asset should the BA provide to fully specify the approval requirement?

- A. A business rule
- **B. A process diagram**
- C. A RACI matrix
- D. A use case model

Answer: B

NEW QUESTION # 127

STATEMENT OF CASH FLOWS	
Last year (In thousands)	
CASH AND CASH EQUIVALENTS, BEGINNING OF THE YEAR	\$10,746
CASH USED IN OPERATING ACTIVITIES	(\$1,273)
CASH GENERATED BY INVESTING ACTIVITIES	\$2,568
CASH GENERATED BY FINANCING ACTIVITIES	\$589
INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS	\$1,884
CASH AND CASH EQUIVALENTS, END OF YEAR	\$12,630

The table illustrate the statement of cash flower for a courier company for the last fiscal year:

Due to aggressive market competition the management of the company performed a strategy review and based on their findings and the current market conditions, they came up with strategic and tactical changes in order to keep a competitive market position. In order to strength customer retention strategies through a new competitive advantage, the company is considering implementing a live parcel tracking system. The added value will be that the customers may determine the exact location on of the parcel whether it is in a warehouse, crossing the ocean through an overseas the exact location of th parcel whether it is in a warehouse, crossing the ocean through an overseas the ship, or travelling in a delivery truck at any time. The system tracks the location of the parcel by tracking the vehicle in which it is contained. However, for a group of old delivery trucks, it was noticed that the engine sound and vibration disturbed the tracking signal and caused of management would like to sell these vehicles and replace them with newer ones, the Chief Financial Officer (CFO) was strongly against that approach. The CFO argoad that instead of hanging tracking devices on the trucks body they can have the truck drivers manually send the truck send the truck location from a hand held mobile device every 20 minutes. What could the business analyst (BA) do to gain consensus between the CFO and other Management?

- **A. Estimate the potential value delivered by each option**
- B. Calculate the costs incurred by each option
- C. Recommend and present a completely new option
- D. Compare each option against an industry benchmark

Answer: A

NEW QUESTION # 128

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