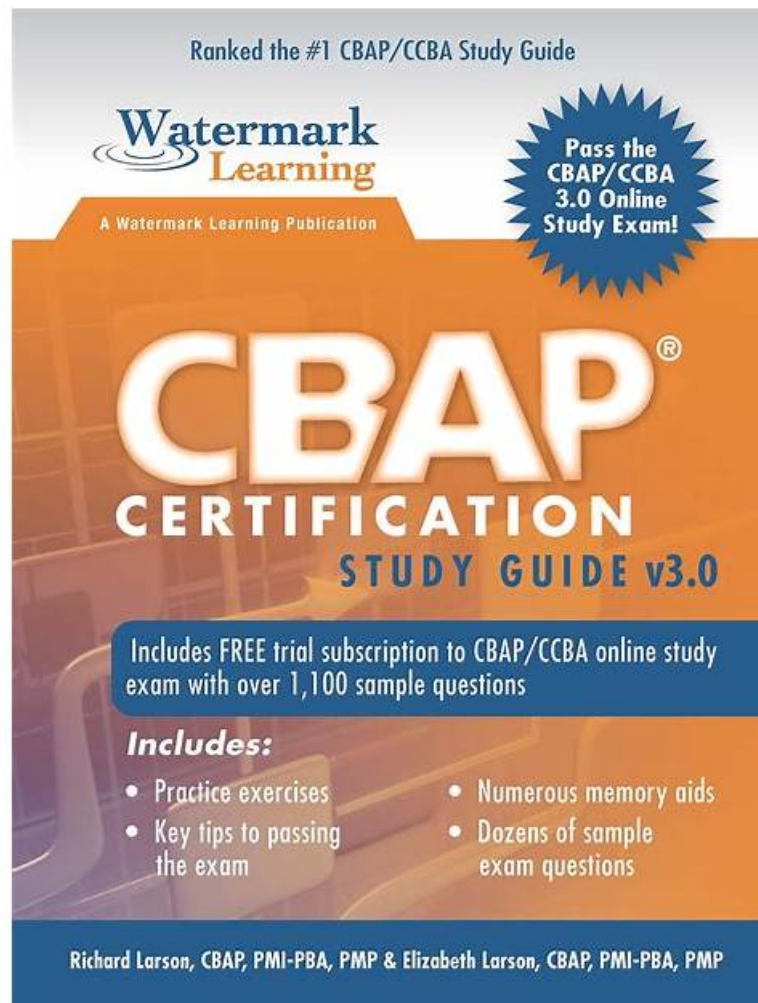


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IIBA Cetified business analysis professional (CBAP) appliaction Sample Questions (Q155-Q160):

NEW QUESTION # 155

A company with a big information technology (IT) department has hired a lead business analyst (BA) to enhance its business analysis practices. The lead BA discovers that sponsors are not satisfied with project outcomes. Developers complain about incomplete, ambiguous, and changing requirements. All stakeholders, including project managers, are blaming long cycles of analysis for the delays. The business analysts, in turn, feel overwhelmed with the number of projects and frustrated by the lack of collaboration from reviewers of their deliverables. All of the evidence is anecdotal and none of the groups could strongly substantiate their opinions. The lead BA wants the BAs to report anticipated and actual completion dates for their deliverables, as well as the time spent on planned and unplanned activities. What is the lead BA trying to do by analyzing the results of such measurements?

- A. Ensure even workloads of the BA
- B. Establish an equitable compensation system
- **C. Identify typical missing or wasteful activities**
- D. Motivate the BA to work belter

Answer: C

Explanation:

The lead BA is trying to improve the business analysis practices by finding out the root causes of the problems and inefficiencies in the current state. By measuring the time spent on planned and unplanned activities, the lead BA can identify the typical missing or wasteful activities that are affecting the quality and timeliness of the deliverables. For example, the lead BA may discover that the BAs are spending too much time on rework, clarifications, or scope changes due to poor elicitation, validation, or prioritization techniques. The lead BA can then propose solutions to address these issues and enhance the business analysis performance and value. References:

* CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition, Chapter 2: Business Analysis Planning and Monitoring, page 57

* Senior Business Analysis Certification CBAP | IIBA, Business Analysis Planning and Monitoring, page 5

NEW QUESTION # 156

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

Answer: B

Explanation:

Explanation/Reference:

Explanation:

NEW QUESTION # 157

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. Solution assessment and validation
- **B. Enterprise analysis**
- C. Requirements management and communication

- D. Requirements elicitation

Answer: B

Explanation:

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"

NEW QUESTION # 158

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. The stakeholders may not know who's in charge of the solution.
- **B. Stakeholders may miss information and the requirements could become ambiguous.**
- C. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holly.
- D. There is no danger; informal communications is a preferred business analysis technique.

Answer: B

NEW QUESTION # 159

An online stock trading system is under implementation. Which of the following events can be considered as a trigger for re-prioritization?

- A. A new initial public offering in the stock market is introduced
- B. A team member has left the project and is being replaced
- C. Number of reported quality defects is growing through phases
- **D. Further dependencies among solution components are uncovered**

Answer: D

NEW QUESTION # 160

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