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## IIBA Certified business analysis professional (CBAP) application Sample Questions (Q21-Q26):

### NEW QUESTION # 21

You are the business analyst for your organization. As part of the requirements prioritization you have given each key stakeholder \$10,000 in play money to distribute among the identified requirements. Each stakeholder can assign their play money to any of the requirements, but the requirements will be prioritized based on the value of the play money assigned to each requirement. What type of requirements prioritization is happening in this scenario?

- A. Utility function
- B. Voting
- C. Resource leveling
- D. Confirmation management

**Answer: B**

Explanation:

Section: Volume B

Explanation/Reference:

### NEW QUESTION # 22

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 analysis (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 analysis requests the following:

- \* Licensing costs for year 0 based on needing 1 Central processing Unit (CPU) license
- \* Licensing costs for specific user types such as Report Creators Online Analytical Process (OLAO) user and Power users
- \* Predicted licensing costs for renewing in Years 1 and 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
<b>License Costs</b>	Year 0	\$323,458	\$373,585	\$400,244
	Years 1 and 2 Total	\$270,092	\$202,086	\$214,096
<b>Implementation Costs</b>		Phase 1a: 28,500 fixed price (30 days) Phase 1b: 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

The Insurance company has a maximum budget of \$310,000 for the entire implementation and operation over the first three years. Which vendor or vendors meet that criterion?

- A. Company A
- B. Company B
- C. Both companies B and C
- D. Both companies A and C

**Answer: B**

Explanation:

Based on the table in the image, the total cost for each company over the three years can be calculated by adding the Year 0 license costs, Years 1 and 2 total license costs, and implementation costs. For Company A, the total cost is \$323,458 (Year 0) + \$270,092 (Years 1 and 2) + \$28,500 (Phase Ia) + \$55,000 (Phase Ib) + \$121,500 (Phase 2) = \$798,550. For Company B, it's \$373,555 (Year 0) + \$202,056 (Years 1 and 2) + (\$1.500 150 days of implementation) = \$578611 which is less than the insurance company's maximum budget of \$310000. For Company C it's = (\$400244+\$214096+(\$31.50159)) = \$695439 which exceeds the budget. References: The answer is derived from a direct calculation based on the provided information in the image and does not reference specific CBAP learning documents or resources.

### NEW QUESTION # 23

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?

- A. Parametric estimate
- B. Report project
- C. Planning
- D. **Timeboxing**

**Answer: D**

Explanation:

Section: Volume B

Explanation:

### NEW QUESTION # 24

An insurance company wants to increase sales by 15% and customer retention by 10% within 1 calendar year.

Various strategies to achieve this were considered and a restructure to the existing pricing model is selected to help achieve these goals.

A business analyst (BA) works with stakeholders such as actuaries, product specialists, sales staff, risk managers, and underwriters who agree to applying varying levels of discounts to customers based on:

\*Total annual premium the customer has with the company (Financial worth)

\*Time with the insurance company (Loyalty)

Various financial models are considered but the stakeholders agree that an initial applicable discount is determined based on the customer's overall premium:

Total Annual Premium	Maximum Discount Possible
\$17,000+	-15%
\$14,001 - \$17,000	-14%
\$11,001 - \$14,000	-12%
\$9,001 - \$11,000	-10%
\$7,001 - \$9,000	-7.5%
\$5,001 - \$7,000	-5.5%
\$3,001 - \$5,000	-4%
\$2,001 - \$3,000	-3%
\$1001 - \$2,000	-2%



The percentage of the maximum possible discount available to the customer is adjusted based on time with the company:

Time with company (years)	Percentage of total discount
0	65%
1	73%
2	80%
3	85%
4	95%
5+	100%

Which technique would the BA use to validate the desired outcomes?

- A. Key performance indicators
- B. Business model canvas
- C. Use cases
- D. Decision analysis

**Answer: A**

Explanation:

Explanation

Key performance indicators (KPIs) are a technique that involves defining and measuring specific, quantifiable, and relevant indicators of the performance and progress of a program, project, or solution. KPIs can help to validate the desired outcomes by:

Comparing the actual results of the solution against the expected or target results, such as the increase in sales and customer retention Evaluating the effectiveness and efficiency of the solution in achieving the business objectives and meeting the stakeholder needs Identifying the strengths and weaknesses of the solution and the areas for improvement or optimization Communicating and reporting the performance and value of the solution to the stakeholders and the decision-makers Some examples of KPIs that could be used to validate the desired outcomes of the restructured pricing model are:

Sales growth rate: The percentage change in sales over a given period of time Customer retention rate: The percentage of customers who remain loyal to the company over a given period of time Customer lifetime value: The net profit generated by a customer over the duration of their relationship with the company Customer satisfaction score: The degree to which customers are satisfied with the company's products, services, and interactions References:

[BABOK Guide v3], Section 7.5: Validate Solution, p. 186-187

CBAP / CCBA Certified Business Analysis Study Guide, 2nd Edition, Chapter 5: Solution Assessment and Validation, p. 211-212  
Certified Business Analysis Professional (CBAP) Specialization, Course 4: Business Analysis:

Solution Evaluation, Week 2: Solution Performance Assessment, Video: Solution Performance Metrics Key Performance Indicators (KPIs) - Definition, Types & Examples, Blog Post, June 2023

#### NEW QUESTION # 25

A major manufacturer of popular beverages has appointed a local distributor to serve a specific territory. The demand for the beverages has a pronounced seasonal pattern. The distributor performs well overall, but is repeatedly unable to keep up with fulfilling many customer orders during peak demand periods. The distributor's current delivery capability is stretched to deliver 60 tons of merchandise per day whereas the season's peak demand periods need a daily delivery capability of up to 100 tons.

The distributor is under pressure to fully meet the year-round market demand in order to stay in business. The distributor's management wants to identify and consider more cost-effective options as resorting to adding more trucks and drivers would not be economically feasible.

A business analyst (BA) has spent several days observing and measuring the warehouse activities to understand the situation and to gain insights into possible solutions. The delivery workflow is a four-step process: (1) picking the orders and assembling them on trays, (2) bringing the trays to the loading bay, (3) loading the orders into trucks, and (4) delivering the orders to customers. As the following table illustrates, overall performance depends is dependent on five major resources: (1) the workers who pick the orders and load them into trucks, (2) the tallyers who check the orders, (3) the drivers, (4) the trucks, and (5) eight loading bays (LBs).

	Resource type	Worker	Tallyer	Driver	Truck	LB
Resources	Quantity, units	30 <sup>®</sup>	2	18	12	8
	Shift length, hours	8	8	8	14	12
	Total available resources, unit-hours	240	16	144	168	96
Operations	Picking and packing, worker-minutes/ton	30				
	Brining to LB, worker-minutes/ton	7				
	Loading, worker-minutes/ton	25	13	13	13	14
	Delivery trip, worker-minutes/ton	87		87	87	
	Handling trays, worker-minutes/ton	6				
	Handling inventory, worker-minutes/ton	6				
Capacity	Total, worker-minutes/ton	161	13	100	100	14
	Throughput, tons/unit-hour	0.4	4.6	0.6	0.6	4.3
	Total capacity, tons/day	89	74	86	101	411

Preparing a customer order for loading takes about one hour. Upon the BA's observation, only 30% of trips have their orders available for loading when a truck arrives. This causes a waste of both the truck's and the driver's time.

What should the BA recommend to eliminate such waste?

- A. Hire more warehouse staff (workers) so that order assembly is done faster and less waiting occurs
- B. Begin assembling orders for the next trip immediately following the truck's departure**
- C. Elicit requirements for a system to coordinate in advance order processing activities with all trips
- D. Ask the drivers to call the operations team member if they are going to be late

**Answer: B**

## NEW QUESTION # 26

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Of course, the future is full of unknowns and challenges for everyone. Even so, we all hope that we can have a bright future. Pass the CBAP exam, for most people, is an ability to live the life they want, and the realization of these goals needs to be established on a good basis of having a good job. A good job requires a certain amount of competence, and the most intuitive way to measure competence is whether you get a series of the test IIBA certification and obtain enough qualifications. With the qualification certificate, you are qualified to do this professional job. Therefore, getting the test IIBA certification is of vital importance to our future employment. And the CBAP Study Materials can provide a good learning platform for users who want to get the test IIBA certification in a short time.

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