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Introduction

As the book title suggests, this book is a sample question bank for the aspirants of the CBAP® examination from IIBA®, Canada.

We have created multiple question banks to assist CBAP aspirants.

A full set of questions can be purchased on our site @

http://AdaptiveUS.com/shop/question-bank/

This book is authored by qualified CBAP® trainers who have helped many other participants clear the CBAP® examination in the very first attempt. They are also regular trainers for CBAP® preparations in both corporate and open-hose workshops and have trained participants across the world - USA, Australia, Middle East, South East Asia, Europe and Africa.

Now CBAP® examination is based on BABOK® v3.0 and so is this question bank. This book is also supported by a study guide and elearning.

The CBAP® study guide and eLearnings can be purchased

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CBAP® V3 Simulation Test 01

Time allotted: 3.5 Hours (210 Minutes)

Best of luck for the examination!

1. Organization A provides weightages - Must have to get 10 points; discretionary items are given points ranging from one through nine. Vendor proposals are ranked against the criteria list. The vendor with the most points is selected. Techniques used during this process are

A. Vendor assessment, decision analysis, and key performance indicators.

B. Vendor assessment, key performance indicators, and acceptance/evaluation criteria definition.

C. Decision analysis, structured walkthrough, and functional decomposition.

D. Create a business domain model and schedule a walkthrough or review.

2. Business analyst A is a new business analyst for a re-engineering project. A needs to choose the initial elicitation technique. A has a large number of stakeholders located across multiple locations. Business analyst A's preferred approach will be

A. Interviews.

B. Workshops.

C. Observation.

D. Survey.

3. A is business analyst for Project P. One particular stakeholder is adding unnecessary requirements and expectations into the go/no go criteria. What should be A's approach before submitting the requirements package?

A. Call a meeting with the project sponsor and the SME in question and layout the assessment of the situation.

B. If A believe the stakeholder will be disruptive to the decision-making process, do not invite the stakeholder from the decision package review meeting.

C. Facilitate a brainstorming session among executive team members to deal with the SME's expectations.

D. Seek a meeting with the SME to listen carefully the concerns and be able to reflect them back to the stakeholder.

4. Business analyst A is struggling with how to model requirements in the best possible way for the project. In particular, the business wants to allow mortgage applicants the ability to save their application and resume later in the future if they cannot complete the application in one sitting. Which technique should A employ to define the accomplishment of this specific goal?

A. Process modeling.

B. Goal decomposition.

C. Use cases.

D. Scenarios.

5. Business analyst A is worried about low adoption of the newly deployed application. The solution comes with many new features compared to the earlier application. A investigated the reason for the same to be usability aspects not considered while developing the new application. Business analyst A should

A. Modify the application for better performance .

B. Modify the application for better security.

C. Modify the application for more features .

D. Modify the application for better user navigation.

6. Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and planning software, which gives him insight into different factors to consider and ways to tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

The analyst talks to the other two analysts in the company and learns that they don't yet employ a consistent business analysis approach. He learns that one of the analysts only works with external end users while the current project involves a process and systems that are only used internally. He arranges for them to describe their best practices and situations where things worked out especially well. Which tool is the analyst A applying when consulting with the company's other analysts?

A. Business Policies

B. Stakeholder Engagement Approach

C. Business Analysis Performance Assessment

D. Business rules

7. (Same case as in the previous question).Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

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The project has the potential to change large number of internal systems and work flows, so all parties recognize that a significant amount of discovery, documentation, and analysis has to be performed up front. Some of the details can be worked out in an iterative fashion when the end details are being worked out, but the core transformation needs to identify a solid architecture and plan for the transition to it. Which element is the primary consideration in structuring the business analysis approach?

A. Timing of Business Analysis Work

B. Business Analysis Activities

C. Acceptance

D. Complexity and Risk

8. (Same case as in the previous question).Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to

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Once the project phases are defined the BA arranges a template for kickoff and review meetings for each phase involving representatives from each stakeholder group. He meets with managers from each group at the beginning of major engagements with their staff to arrange the discovery, data collection, deployment, and training efforts. He schedules after-action reviews at the close of each effort and arranges to circulate the BA findings for review and correction by each group. Finally, the BA assesses the relative importance, interest, and level of interest of each

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stakeholder. Which Planning and Monitoring task is the analyst carrying out?

A. Plan Stakeholder Engagement

B. Plan Business Analysis Governance

C. Identify Business Analysis Performance Improvements

D. Plan Business Analysis Approach

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built; and a rollout and training phase where the new system is deployed and put into use.

The main architecture analysis and development will be conducted using a Waterfall process to ensure a cohesive architecture is created. Once the core functionality is in place the individual development teams will complete their portions of the system in close consultation with their individual user and administration groups. During this time a Scaled Agile Framework (SAFe) or "Scrum of Scrums" will be used. Which collection of statements seems most appropriate for the Waterfall phase of the project?

a. Decision Making: Each stakeholder represented is evaluated in terms of how they participate in terms of being responsible, accountable, consulted, or informed.

b. Change Control Process: Determine how changes will be requested, the elements that will be evaluated for each request, how changes will be prioritized, how requests will be documented, how requests and changes will be communicated, who will perform the impact analysis, and who will authorize changes.

c. Plan Prioritization Approach: Activities will be prioritized from a groomed backlog considering cost, risk, and value.

d. Plan for Approvals: Relevant managers will be designated as approvers for each activity and change. These may include the project sponsor, department heads, product owners, and others.

A. a, c, and d

B. a, b, and d

C. a and b only

D. a, b, and c

10. (Same case as in the previous question).Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

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It is known that the central architecture will be designed based on categories of data, calculations, and decision making, and that the individual data fields, types, and interfaces will be detailed during the second phase of the project. It is therefore determined that requirements will be organized using a two-tiered outline approach, with the heading items in the outline defining the abstract requirements identified in the

first phase and the subordinate items in the outline defining the details of the data and how it is handled. The non-functional requirements for the system and its components will be defined as a third type. Attribute templates, storage, and display mechanisms are defined for each type of requirement. The templates include information about how requirements may relate to regulatory, corporate, and other policy requirements of a more general nature. Which element or elements of the Plan Business Analysis Information Task is or are not being addressed?

A. Organization of Business Analysis Information

B. Plan Traceability Approach

C. Level of Abstraction and Requirements Attributes

D. Storage and Access and Plan for Requirements Reuse

ANSWER SHEET

#	Correct Option	Explanation
1	B	Observe that the company is trying to evaluate vendors, it has defined key performance parameters and it has also developed evaluation criteria.
2	D	Surveys are useful technique to gather requirements from large geographically dispersed stakeholders.
3	D	This is the win-win strategy. Escalation is not a good approach.
4	D	Since the process requires a save and submit option which is a different option than submitting straight through.
5	D	Since navigation is part of usability.
6	C	It may seem kind of meta, but business analysis is itself a process that needs to be understood, analyzed, and improved.Analyst A is trying to get a feel for what has worked and not worked in the absence of a formal process, and in light of his own lack of experience as an analyst.
7	D	The project described is complex and managing it in Waterfall style is the best way to control risk.The other two elements, Planning Approach and Formality and Level of Detail of Business Analysis Deliverables would be reasonable answers as well but they are not offered.
8	A	This is the process of working out how to engage with stakeholders during a project.
9	A	These items are applicable to both predictive and adaptive approaches.Item c is only appropriate for

		an adaptive approach, specifically Scrum in this case.
10	B	All of the other elements are addressed in the description.

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Key facts

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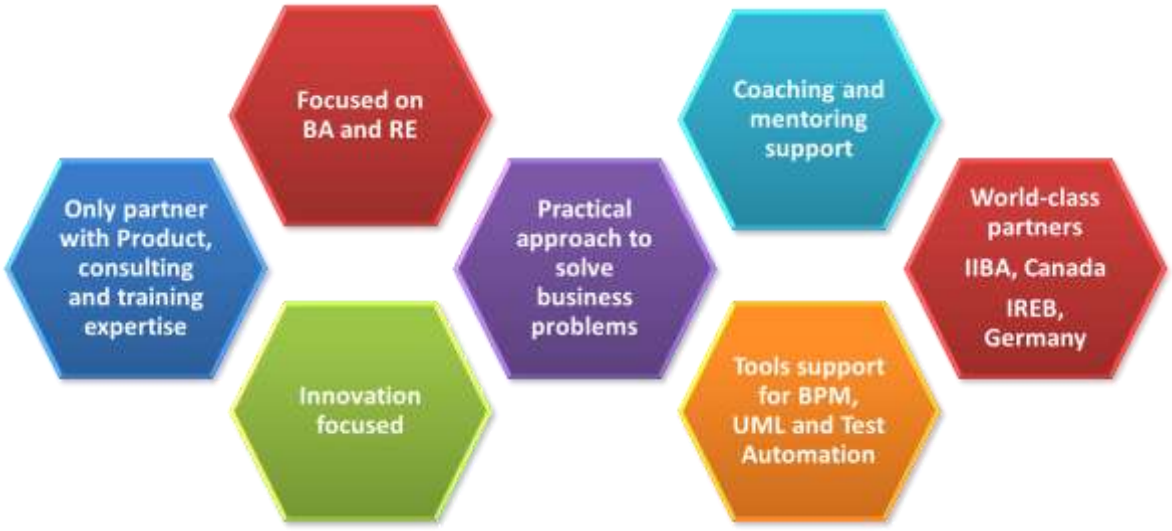

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Business analysis	Certified Business Analyst Professional (CBAP®) (Endorsed by IIBA® , Canada)
Business analysis	Certification of Competency in Business Analysis (CCBA®) (Endorsed by IIBA® , Canada)
Business analysis	Entry Certificate in Business Analysis (ECBA®) (Endorsed by IIBA® , Canada)

Please note that we modify course catalog based on changing business needs. For the latest information, always refer to our web-site, www.AdaptiveUS.com.

Preface and Introduction

What is business analysis?

Your notes:

BABOK® Definition: Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

Business analysis enables an enterprise to articulate its needs, rationale for change, and to design and describe solutions that can deliver value.

Business analysis can be performed within a project or across the enterprise. It can be used to understand the current state, define future state and determine activities required for transition.

Business analysis can be performed from various perspectives like agile, business intelligence, information technology, business architecture, business process management etc.

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Activities

3.1 Plan business analysis approach

Purpose: To define an appropriate method to conduct BA activities (Tasks, Schedule, Responsibilities, and Techniques).		
Inputs	Stakeholders	Outputs
Needs	Sponsor, Domain SME, Regulator, PM	BA approach (Strangely this is NOT used for KA 5 and 7)
Guidelines and Tools: BA Performance Assessment, Business Policies, Expert Judgment, Methodologies and Frameworks, Stakeholder Engagement Approach.		
Techniques: Brainstorming, Business Cases, Document Analysis, Estimation, Financial Analysis, Functional Decomposition, Interviews, Item Tracking, Lessons Learned, Process Modelling, Reviews, Risk Analysis and Management, Scope Modelling, Survey or Questionnaire, Workshops.		

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Who is a Business Analyst

A person who performs BA tasks mentioned in BABOK® is considered a business analyst irrespective of his job title or organization role.

Business analysts elicit actual needs of stakeholders, not simply capture expressed desires. They are also responsible for discovering and analyzing information from various sources.

Common job titles for BAs are business architect, system analyst, requirements engineer, process analyst, management consultant, product manager etc.

Business analysts help organizations define the optimal solutions for their needs, given the set of constraints (including time, budget, regulations and others).

The main activities BAs perform are:

Understand problems and goals of the enterprise
Analyze needs and solutions
Devise strategies
Drive change
Facilitate stakeholder collaboration

What is IIBA®?

International Institute of Business Analysis (IIBA®) was founded in Toronto, Canada in October of 2003 to support the business analysis community by:

Creating and developing awareness and recognition of the value and contribution of the business analyst.

Defining the Business analysis body of knowledge (BABOK®).

Providing a forum for knowledge sharing and contribution to the business analysis profession.

Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

What is BABOK®?

BABOK® contains a description of generally accepted practices in the field of business analysis. It gives guidance on the skills and knowledge that a business analyst must possess. Contents of BABOK® have been verified thoroughly by practitioners.

BABOK® does not mandate that practices described should be followed under all circumstances.

Any set of practices MUST be tailored to the specific business analysis conditions.

The goal of revising BABOK® v2.0 and coming up the new version v3.0 are as follows:

Incorporate new concepts and practices

Address the evolving scope of the profession

Incorporate lessons learnt form practitioners

Enhance readability and usability of the guide and consistency and quality of texts and illustrations

Improve consistency with other generally accepted BA standards

What and Why of CBAP®

CBAP® stands for Certified Business Analysis Professional, 3rd level certification provided by International Institute of Business Analysis (IIBA®), Canada (www.IIBA® .org).

Following are some of the benefits of becoming a CBAP® :

Be recognized for your competency in business analysis.

Business analysis is the fastest growing career opportunity for IT professionals.

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Eligibility for CBAP®

High school (In India, this will be higher secondary school) and above.

7500 hours of Business analysis-related work in last 10 years.

Professional development: 35 hours of verifiable BABOK® coursework. Adaptive Processes is an authorized EEP of IIBA®, its trainings provide desired PDUs for the CBAP® certification examination.

References: Two references from a career manager, client (internal or external) or CBAP®.

900 hours in 4 knowledge areas.

You can down a BA experience calculator at no cost from our eStore.

Certification process

Become an IIBA® member at www.IIBA® .org.

Benefits include free, unlimited access to the BABOK® and 500+ online books, local, national and international networking opportunities and ability to influence the growth and direction of the BA profession.

Take required training from an IIBA® EEP, such as Adaptive Processes (www.AdaptiveUS.com).

Download BABOK® and start reading.

Join a study group, or start one.

Begin preparing for the application.

Preparing the application

Begin the application at least 2 weeks before you plan to apply.

It can take anywhere from 6-10 hours to complete.

Download and use Adaptive BA experience calculator.

Apply within 6 months of when you plan to write.

You can download the CBAP® handbook for a detailed application process at IIBA® web-site.

Tips for the certification examination

Please keep it in your mind that CBAP® is a test on your knowledge of BABOK®, not your knowledge on business analysis practice as you may be following in your workplace.

Answers need to be as per BABOK®, not what you may think appropriate.

Questions are pretty much straight forward.

No long descriptive questions. However, there are questions with diagrams.

No long answers. All questions had single statement answers.

Avoid answers which are prescriptive. BABOK® does

not provide any specific level of rigor to be adopted in any activity.

Be careful with answers which say something should be 100% or 0% - It's very hard to find such digital options in life.

Avoid terms which are not mentioned in BABOK®. Such a term can be technically correct, for example a specific company may have a Wok Breakdown System - however BABOK® does not have any such term. BABOK® term is Work breakdown structure.

Multiple options can be technically correct; choose the BEST option.

Do not trust long lists.

Knowledge areas

Knowledge areas represent areas of specific BA expertise.

There are 6 knowledge area in BABoK:

1. BA planning and monitoring
2. Elicitation and collaboration
3. Requirements life cycle management
4. Strategy analysis
5. Requirements analysis and design definition
6. Solution evaluation

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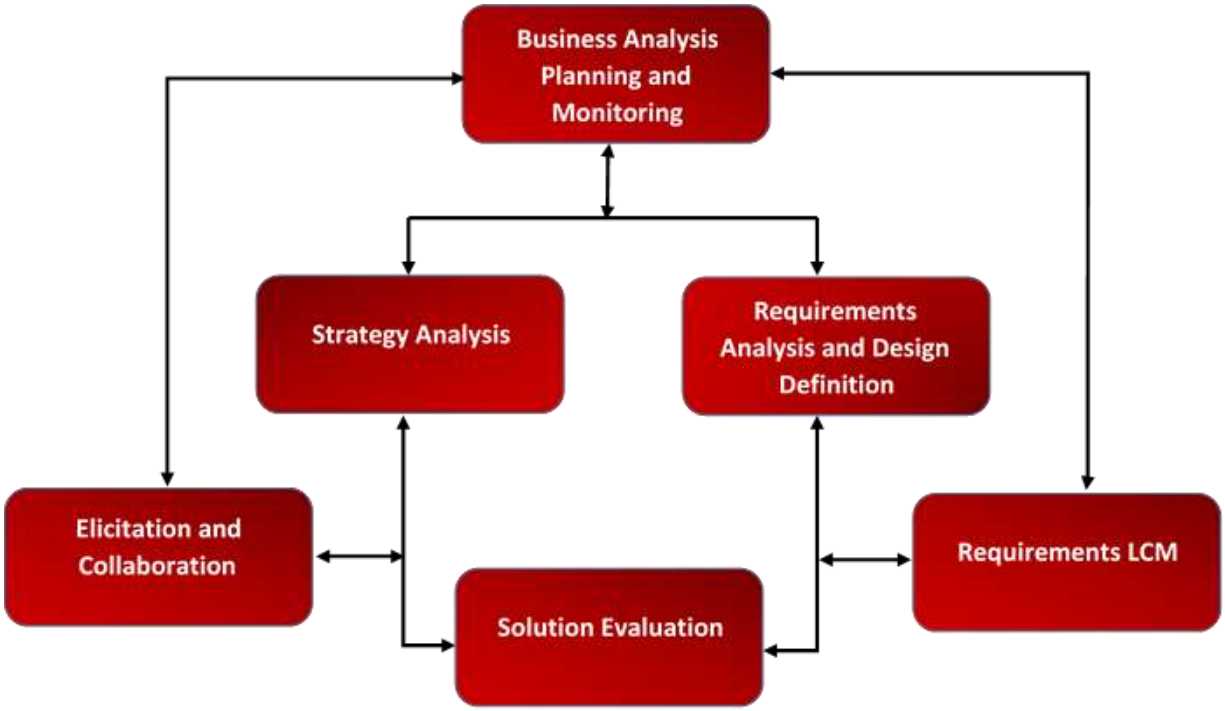
Knowledge areas

Knowledge Areas	Description
BA planning and monitoring	Tasks BAs perform to organize and coordinate efforts of BAs and stakeholders
Elicitation and Collaboration	Tasks BAs carry out to prepare for elicitation, conduct elicitation activities, confirm results, communicate and collaborate with stakeholders
Requirements LCM	Tasks BAs perform to manage and maintain requirements and design information from start till end
Strategy Analysis	Tasks BAs perform to identify a need of strategic or tactical importance, how to collaborate and enable stakeholders to address that need etc.
Requirements Analysis and Design Definition	Tasks BAs carry out to organize elicited requirements, model them, validate and verify them and identify and estimate potential value of solution options
Solution Evaluation	Tasks BAs perform to assess the performance and value delivered by a solution

The below diagram depicts the Relations between Knowledge Areas:



Tasks

A task is an essential piece of work to be performed as part of business analysis. Each task should be performed at least once during most BA initiatives. There is no upper limit to the number of times any task may be performed. Tasks may be performed at any scale - from few minutes to few months.

In this book, tasks are structured in the following manner:

Purpose: Short description as to why a BA performs a task and the value derived from it		
Inputs	**Stakeholders**	**Outputs**
This section lists the inputs for a	This section lists stakeholders who are	This section lists the results

task which will lead to outputs	likely to participate in a task	produced by performing a task
Guidelines and Tools: This section lists resources which are required to transform input into output.		
Techniques: This section lists the techniques that can be used to perform the BA task		

Underlying competencies

Underlying competencies are skills, knowledge and personal characteristics that support effective performance of business analysis.
This is discussed in detail in Chapter 8.