

CBAP Practice Exam

The team at Elabor8 put this practice exam together to help them with their preparation for the CBAP exam. We can't vouch for how similar it is to the real exam, so please don't depend on it.

The test has 60 questions and should take you no longer than 30 minutes to complete.

Credit goes to: Matt Fitzsimons (Enterprise Analysis), Andrew Ooi (Elicitation), Farnaz Vahab (BA Planning & Monitoring), Ryan McKergow (Requirements Analysis), Andrew Thorpe (Solution Assessment & Validation), Romesh Udalagama (Requirements Management & Communication)



think sharp

Question 1

Which of the following statements most accurately defines the purpose of Prioritising requirements?

- a) Ensures delivery is ordered in what the Product Owner deems most important
- b) Ensures delivery is focused on the most critical requirements
- c) Ensures delivery is ordered in order of complexity
- d) Ensures delivery is focused on what the Business Analysis believes is required first

Question 2

While determining the solution scope, you have organised a number of stakeholders into a room and asked them to generate as many alternatives as possible while being creative, what technique are you utilising?

- a) Brainstorming
- b) Focus Groups
- c) Workshops
- d) Process Modelling

Question 3

If you were facilitating a Requirements Prioritisation workshop, which of the following scenarios would ensure the most successful outcome?

- a) The Sponsor is present. A Business Case is referred to throughout the workshop.
- b) The Sponsor and Domain SMEs are present who understand the business value of the requirements.
- c) The Implementation SMEs have provided the technical risk of implementing the requirements, however, are not present. Only the Domain SMEs were invited
- d) The Domain SME, Sponsor, and Implementation SMEs are present. The Business Case is referenced to ensure requirements are prioritised by business value.

Question 4

Which of the following is not an element of the Manage Solution Scope & Requirements task?

- a) Conflict and Issue Management
- b) Approval
- c) Requirements Management & Communication
- d) Presenting Requirements for Review

Question 5

Stakeholder maps are virtual diagrams that depict the relation of stakeholders to the solution and to one another. Which of the following forms can be used as stakeholder map?

- a) Stakeholder onion diagram
- b) RACI Matrix
- c) Decision tree
- d) OPAS

Question 6

When Assessing Organisations Readiness, determining whether the stakeholder groups genuinely want the change to be successful is an Element of what?

- a) Operational Assessment
- b) Cultural Assessment
- c) Stakeholder Impact Analysis
- d) Technical Assessment

Question 7

Which of the following is not a task within the five tasks under Requirements Management & Communication?

- a) Prepare Requirements Package
- b) Communicate Requirements
- c) Determine Solution Approach
- d) Maintain Requirements for Re-use

Question 8

You are a business analyst for ZNA Bank and have been asked to determine what are the most common complaints from their 50,000 customers regarding their Internet Banking product. Which elicitation technique would you most likely use with ZNA customers to complete the analysis:

- a) Interviews
- b) Focus Groups
- c) Surveys
- d) Prototyping

Question 9

Which Output of Solution Assessment & Validation describes how the solution is performing in relation to business goals and objectives?

- a) Solution Uptake Assessment
- b) Organisation Readiness Assessment
- c) Solution Performance Assessment
- d) Solution Validation Assessment

Question 10

When defining the solutions scope, which of the following stakeholders will approve the solution scope?

- a) Domain SME
- b) Implementation SME
- c) Project Manager
- d) Sponsor

Question 11

Enterprise Analysis has five tasks, which of the following is not a task of Enterprise Analysis?

- a) Define Business Case
- b) Assess Capability Gaps
- c) Determine Solution Approach
- d) Define Enterprise Architecture

Question 12

Which of the following is not an input into the task of Requirements Management & Communication?

- a) Assumptions and Constraints
- b) Organisational Process Assets
- c) Solution Scope
- d) BA Communication Plan

Question 13

Which of the following statements best describes Solution Assessment & Validation?

- a) The activities and considerations for managing and expressing requirements to a broad and diverse audience
- b) The business analysis activities necessary to identify a business need, problem, or opportunity, define the nature of a solution that meets that need, and justify the investment necessary to deliver that solution
- c) The tasks that are performed in order to ensure that solutions meet the business need and to facilitate their successful implementation
- d) The tasks and techniques used to analyse stated requirements in order to define the required capabilities of a potential solution that will fulfil stakeholder needs

Question 14

Specifying and modelling requirements involves analysing expressed desires and/or the current state of the organisation using a number of techniques. During this task, which Stakeholders should a Business Analyst involve?

- a) Product Owner and Project Sponsor – They are paying for the solution and therefore the most important stakeholders
- b) Implementation Team – They will deliver the solution and will provide technical requirements
- c) Project Manager – They will have important information about cost and benefits required to be delivered as part of the solution
- d) Any Stakeholders – It depends on the techniques and approaches used by the Business Analyst

Question 15

Requirements validation is an ongoing process to ensure that stakeholder, solution, and transition requirements align to the business requirements. Which of the following techniques could be used to validate requirements?

- a) Interviews
- b) Business Rules Analysis
- c) Metrics and Key Performance Indicators
- d) Decision Analysis

Question 16

Which of the following is an implicit input to all tasks in all other knowledge areas after it is delivered as part of activities in Business Analysis Planning and Monitoring Knowledge Area?

- a) Business Analysis Plan
- b) Business Analysis Approach
- c) Business Need
- d) Requirement Management Plan

Question 17

Which of the following is not an output of the Enterprise Analysis tasks?

- a) Assumptions and Constraints
- b) Solution Scope
- c) Required Capabilities
- d) Business Need

Question 18

Solution Assessment & Validation has eight inputs, which of the following is not an input of Solution Assessment & Validation?

- a) Assumptions and Constraints
- b) Business Need
- c) Stakeholder Concerns
- d) Solution Performance Metrics

Question 19

All of the following are considerations for the Business Analysis communication plan except:

- a) What needs to be communicated
- b) What is the appropriate delivery method
- c) When the assessment of capabilities should happen
- d) Who is the appropriate audience

Question 20

Which of the following is part of a BA's involvement in Conflict and Issue Management in the context of Managing Solution Scope & Requirements?

- a) Facilitating communication between stakeholders in conflict
- b) Supporting stakeholders in conflict
- c) Resolving conflicts by promising favour
- d) Maintaining a conflict matrix register between stakeholders

Question 21

As part of Evaluating Solution Performance you leave the project room and study people performing their actual jobs in the work environment using the deployed solution which technique are you using?

- a) Focus Groups
- b) Organisation Modelling
- c) Structured Walkthrough
- d) Observation

Question 22

Which of the following is not an input for Conducting Elicitation:

- a) Business Need
- b) Solution Scope
- c) Stated Requirements
- d) Requirements Management Plan

Question 23

As part of the Communicate Requirements task there is a need for presentation of requirements. Which of the following is not a reason for presentation?

- a) To make decisions regarding solution scope
- b) To obtain delivery sign-off
- c) To determine key performance indicators
- d) To obtain business acceptance and sign-off

Question 24

For planning the business analysis approach, understanding of which of the following is not required?

- a) Organizational process needs
- b) Ranking of solution scope
- c) Compatibility with other organizational processes
- d) Compliance with regularity and governance frameworks

Question 25

Which business analysis technique assists the business analyst in describing the role of people involved in business analysis activities?

- a) SWOT analysis
- b) RACI Matrix
- c) Brainstorming
- d) Scope modelling

Question 26

What is the output of the Manage Solution Scope and Requirements task?

- a) Capability Gaps
- b) Requirements [Traced]
- c) Requirements [Approved]
- d) Solution Scope

Question 27

Which stakeholder is involved in the documentation of the elicitation results

- a) Project Manager
- b) Business Analyst
- c) Sponsor
- d) Implementation SME

Question 28

Stated Stakeholder Concerns is an output of from which elicitation activity:

- a) Conduct Elicitation
- b) Document Elicitation Results
- c) Prepare Elicitation Activity
- d) Confirm Elicitation Results

Question 29

Which is an output of the Validate Solution task?

- a) Identified Defects
- b) Mitigating Actions
- c) Solution Validation Assessment
- d) All of the above

Question 30

Providing quality requirements is an essential component of the Verify Requirements task. Which of the following tasks is not a characteristic of quality requirements?

- a) Testable
- b) Feasible
- c) Modifiable
- d) Comprehensible

Question 31

A technique used to Define Transition Requirements is?

- a) Business Rules Analysis
- b) SWOT Analysis
- c) Acceptance and Evaluation Criteria Definition
- d) Focus Groups
- e)

Question 32

Which of the following should be avoided when writing textual requirements?

- a) Expressing requirements as a verb
- b) Assuming your reader has domain knowledge
- c) Using consistent terminology
- d) Writing in active voice

Question 33

While defining the Business Need, it is important to ensure that defined needs and objectives are SMART. What does the T in smart stand for?

- a) Trivial
- b) Time-Bound
- c) Topical
- d) Testable

Question 34

Which of the following is *not* an elicitation technique:

- a) Focus Group
- b) Interface Analysis
- c) Prototyping
- d) Risk Analysis

Question 35

When assessing a single solution, the Business Analyst determines whether the solution delivers enough business value to justify its implementation?

- a) True
- b) False

Question 36

Business Analysts should work to identify opportunities to improve the operation of the business. Which of the following could be considered an example of an opportunity to improve a business?

- a) Increasing consistency of behaviour
- b) Automating the work people perform
- c) Neither A or B
- d) Both A and B

Question 37

Which of the following tasks are performed by a Business Analyst as a part of Business Analysis Planning and Monitoring knowledge area?

- a) Conducting stakeholder analysis
- b) Conducting Elicitation activities
- c) Communicating requirements
- d) Building a business case for the proposed solution

Question 38

A Discussion Guide is an element used in which elicitation activity:

- a) Surveys
- b) Questionnaires
- c) Brainstorming
- d) Focus Groups

Question 39

The question – ‘How many cars are manufactured on any given day?’ is an example of:

- a) an open-ended question
- b) a stated requirement
- c) a closed-ended question
- d) a business need

Question 40

Which of the following is a task of Solution Assessment & Validation?

- a) Assess Capability Gaps
- b) Define Business Need
- c) Validate Requirements
- d) Assess Organisation Readiness

Question 41

SWOT Analysis is a technique that may be used while assessing capability gaps. What the T in SWOT stand for?

- a) Time
- b) Testable
- c) Threat
- d) Tangible

Question 42

Which of the followings describes plan-driven approaches?

- a) In plan-driven approaches, solution is fully defined before the implementation
- b) In plan-driven approaches, many short iterations are defined to achieve final results
- c) Plan-driven approaches, target rapid delivery of business values
- d) Plan-driven approaches, use flexibility to control project risks

Question 43

Which of the following tasks is not involved in Requirements Analysis?

- a) Document Requirements
- b) Verify Requirements
- c) Organise Requirements
- d) Prioritise Requirement

Question 44

Which of the following factors increases the complexity of Business Analysis work?

- a) The uniqueness of requirements
- b) The amount and nature of risk
- c) The number of technical resource required
- d) All of the above

Question 45

Requirements [Stated] is an output from which elicitation activity:

- a) Conduct Elicitation Activity
- b) Document Elicitation Results
- c) Confirm Elicitation Results
- d) None of the above

Question 46

What knowledge area allows the business analyst to plan their requirement management processes?

- a) Enterprise Analysis
- b) Business Analysis Planning and Monitoring
- c) Requirements Analysis
- d) Elicitation

Question 47

Which one of the following techniques can not be used by business analyst for analysing project stakeholders?

- a) Organizational modelling
- b) RACI matrix
- c) Stakeholder maps
- d) Product roadmap

Question 48

Business Constraints are restrictions or limitations on possible solutions that are highlighted by the Project Owner, Project Sponsor, Domain SME, or Business Stakeholders. At what stage of the Software Development Life Cycle (SDLC) can Business Constraints be identified?

- a) Business Constraints can be identified at any stage
- b) Business Constraints should be identified in the Business Case before the Analysis stage begins
- c) Business Constraints can be identified during the Analysis and Design stage
- d) Business Constraints should be identified before the Development stage begins

Question 49

While defining a business case, a risk assessment is conducted to determine if the proposed solution carries more risk than the organisation is willing to bear. Your organisation is Risk-Averse, what is the best description of a risk averse organisation?

- a) A risk averse organisation will accept no risk
- b) A risk averse organisation will typically not conduct risk analysis as they don't like risk
- c) A risk averse organisation will seek to reduce risks and proceed with as close to certainty as possible.
- d) As risk averse organisation needs the probable benefits gained from the risk response must equal or outweigh the costs in order to justify the action.

Question 50

As part of managing requirements traceability you would record the dependencies and relationships of all the requirements, after their examination. Which of the following is not a commonly factored relationship?

- a) Value
- b) Conflict
- c) Effort
- d) Necessity

Question 51

During the Requirements Analysis phase, factors that are believed to be true are required to be determined, in order to move forward with the analysis work. These factors pose a certain level of risk, until confirmed or denied. Which Requirements Analysis task would best describe these factors?

- a) Technical Constraints
- b) Risk Analysis
- c) Assumptions
- d) Business Constraints

Question 52

Which of the following is not an input into the tasks of Enterprise Analysis?

- a) Assumptions and Constraints
- b) Organisational Process Assets
- c) Solution Scope
- d) Stakeholders Concerns

Question 53

When developing Request for Quotation (RFQ), which of the following would not be a suitable section within a RFQ?

- a) Legal, regulatory or government requirements
- b) Technical environment constraints and limitations
- c) Solution Assessment criteria and weightings
- d) Business strategy or business architecture description

Question 54

Which of the following is an output of the Requirements Management & Communication task?

- a) Assumptions and Constraints
- b) Solution Scope
- c) Requirements Package
- d) Business Need

Question 55

Which of the following stakeholders should be involved during the Conduct Elicitation Activity:

- a) End User
- b) Tester
- c) Domain SME
- d) All of the above

Question 56

Which of the following is an input for the Maintain Requirements for Re-use task?

- a) Organisational Process Assets
- b) BA Communication Plan
- c) Solution Scope
- d) Requirements Package

Question 57

What is the output of the Assess Capability Gaps task?

- a) Required Capabilities
- b) Capability Gaps
- c) Solution Scope
- d) Assumptions and Constraints

Question 58

When Allocating Requirements which stakeholder participates and is responsible for the work being done by the team and manages the scope and work?

- a) Project Manager
- b) Sponsor
- c) Business Analyst
- d) End User

Question 59

Determine Solution Approach is a task of which Knowledge Area?

- a) Business Analysis Planning & Monitoring
- b) Requirements Management & Communication
- c) Enterprise Analysis
- d) Requirements Analysis

Question 60

Selecting and defining project's business analysis approach depend on:

- a) Organisational need
- b) Solution complexity
- c) Business analysis team skills
- d) All of the above



Answers

1:B	2: A	3:D	4:C	5:A
6:B	7:C	8:C	9:C	10:D
11:D	12:A	13:C	14:D	15:C
16:A	17:A	18:B	19:C	20:A
21:D	22:C	23:C	24:B	25:B
26:C	27:B	28:B	29:D	30:D
31:A	32:B	33:B	34:D	35: A
36:D	37:A	38:D	39:C	40:D
41:C	42:A	43:A	44:D	45:B
46:B	47:D	48:A	49:C	50:B
51:C	52:C	53:C	54:C	55:D
56:A	57:A	58:A	59:C	60:D

about us

Elabor8 is Melbourne's premier Business Analysis Consultancy. The company was formed in 2010 by a group of Business Analysts who are passionate about their craft. Elabor8 aims to uplift the perception and standards of the Business Analyst profession through industry participation, delivery excellence and thought leadership.

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our people

Elabor8 is a youthful and vibrant company with a reputation for quality. We have built a strong team of sought after Business Analysts, consultants who are renowned for technical excellence and trusted advice.

Our people are well versed in theory and also have the versatility needed to adapt quickly to complex environments.

our services

Elabor8's Business Analysts can help you to deliver the best possible outcomes on your ICT initiatives. We can help by augmenting your existing analysis capability or by providing highly skilled teams for specific deliverables.



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By streamlining and creating repeatable processes, Elabor8 completely transformed our web development and delivery workflow.

Hani Banna, Project Manager
Open Universities Australia

I strongly recommend both Elabor8 and their approach to Innovation.

Michael Stoelwinder, Senior Manager
White Pages Product - Sensis

Elabor8 have provided invaluable coaching and leadership to our Business Analysis team during our adoption of Agile methods.

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